Navy-wide Personnel Survey (NPS) 2003: Summary of Survey Results

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Foreword

The Navy-wide Personnel Survey (NPS) is a major product of the Navy Personnel Survey System (NPSS) and the cornerstone of the Navy Personnel Survey Strategy. The NPS focuses on quality of work life topics including satisfaction with Navy life, work climate, morale, training/education needs, leadership, detailing, assignments, job satisfaction, career development, availability of resources, and gender integration. This information is valuable to senior leadership and program managers in assessing Navy quality of service, and in the evaluation of current Navy personnel policies.

The 2003 NPS was conducted under the sponsorship of the Chief of Naval Personnel and was administered between December 2002 and May 2003. The NPS was administered to a random sample of 13,960 active-duty officers and enlisted Sailors on paper (66%) and via the Internet (33%). Overall, the adjusted response rate was 28 percent. The results of the survey were briefed to the Commander, Navy Personnel Command in March 2004 and provided to the Chief of Naval Personnel and his staff in June 2004.

This report contains a narrative description of the results of the survey. In addition, it provides comparisons between major Navy demographic groups (e.g., officers, enlisted) and, where relevant, comparisons to previous NPS results. Questions regarding this report should be directed to Dr. Kimberly Whittam, (901) 874-2321 or DSN 882-2321, kimberly.whittam@navy.mil.

DAVID L. ALDERTON, Ph.D.
Director

Summary

The Navy Personnel Survey (NPS) is an omnibus survey that focuses on quality of work life topic areas such as overall satisfaction with Navy life, training/education needs, leadership satisfaction, detailing, assignments, job satisfaction, career development, availability of resources, and gender integration. The 2003 NPS was conducted between December 2002 and May 2003. The NPS was administered to a random sample of 13,960 active-duty officers and enlisted Sailors on paper (66%) and via the Internet (33%). Overall, the adjusted response rate of the survey was 28 percent. Results were statistically weighted to allow for generalization of the findings to the entire Navy population.

Some of the major positive findings from the survey included moderate/high level of job satisfaction, an increased number of Sailors considering long-term (20 or more years) Navy careers, historically high levels of satisfaction with command leadership, a large increase in the percentage of Sailors who believe they are adequately compensated for their work, and a large percentage who report being able to meet financial obligations. Some of the areas for improvement included dissatisfaction with the current detailing (i.e., personnel distribution) system, low satisfaction with the current advancement/promotion system, communication problems within the chain of command, and significant numbers of Sailors reporting that they did not have adequate spare parts, supplies, or equipment. Recommendations from the survey results include providing feedback regarding the survey results to Sailors, conducting further research on problems with the current detailing system, focus on the current EVAL/FITREP and advancement/promotion system, and continuing to monitor job satisfaction and morale.

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Introduction

Background

In 1989, Chief of Naval Personnel VADM Boorda endorsed the creation of the Navy Personnel Survey System (NPSS) as a means of collecting and organizing information regarding the needs, attitudes, and opinions of Sailors. The NPSS was developed by researchers at the Navy Personnel Research and Development Center (NPRDC, currently NPRST) with three primary objectives: (1) to coordinate all surveys administered to a Navy-wide population, (2) to conduct an annual omnibus (i.e., general issues) Navy-wide personnel survey, and (3) to conduct research focused on improving the quality and efficiency of personnel surveys in the Navy.

The Navy-wide Personnel Survey (NPS) began in 1990 as the first survey product of the NPSS and was designed to meet the requirements of a Navy-wide omnibus survey (Wilcove, 1994). The purpose of the NPS was to measure the attitudes and opinions of Sailors regarding a variety of issues important to Navy leadership. To accomplish this, a number of features were built into the design of the NPS. First, the NPS was to be administered annually to facilitate the tracking of trends in Sailor attitudes and opinions. Second, the NPS would be a general issue survey addressing topics of both immediate and enduring interest to the Navy. Third, the NPS would randomly sample both enlisted personnel and officers in large enough numbers such that responses to the survey would be statistically representative of the entire Navy population.

The accumulation of data from previous administrations of the NPS has proved useful in tracking trends in the Navy. One central element of the NPS has been the assessment of job satisfaction. Evident from past surveys is that (1) officers consistently report higher job satisfaction than enlisted of between 10 and 15 percentage points and (2) average job satisfaction scores among both enlisted and officers have only varied about 10 percentage points since the survey began. Spouse employment has been another area tracked on the NPS. These data show the overall rise of full-time spouse employment from 70 percent to 76 percent in 1996 and remaining at that level in the 2003 administration.

In 2000, the NPS was reengineered to be more responsive to the long-term information needs of Navy leadership. As part of that reengineering, the scope of the NPS was narrowed to focus on the key areas related to work-life, such as leadership and job satisfaction, and limited the amount of "hot topic" issues that were relevant only to a particular time period, or a particular sponsor. The administration cycle also changed, from every year to every other year, with the Navy Quality of Life survey administered in intervening years. Data from the 2000 NPS indicated overall positive changes in level of job satisfaction and an increase in percentage of Sailors planning to remain in the Navy for 20 or more years. Areas of concern highlighted by the survey included the detailing system and the financial state of Sailors (Olmsted & Underhill, 2003b).

Additional research utilizing the 2000 NPS results was conducted to assess the relationship between stated retention intentions and actual behaviors. Sailors stated retention intentions on the 2000 NPS and were matched to their actual retention behaviors in 2003 based on personnel records. It was determined that Sailors who actually remained in the Navy had higher levels of organizational commitment and were more likely to have reported an intention to stay in the Navy for 20 years on the 2000 NPS. These findings support the use of self-reported retention intentions as predictors of actual retention behaviors (Janega, 2004).

The 2003 NPS furthered the reengineering effort of the 2000 NPS by focusing on core topics that are of consistent importance to Navy leadership such as morale, job satisfaction, work climate and career development, while eliminating past survey topics such as "Tricare" and "Homesteading" which are better addressed through other, more focused surveys and polls. The goal of the 2003 NPS was to compare the results in 2003 with those obtained on the 2000 reengineered NPS, as well as continuing to monitor long-term trends on core items contained throughout the survey's history.

Problem

The attitudes, opinions, and beliefs of Sailors regarding key personnel issues are increasingly important to today's Navy. The Navy is both engaged in fighting the Global War on Terror while also shaping the future force to be smaller and more efficient as part of its Human Capital Strategy. In this environment, the contributions of every Sailor are necessary to maintain the readiness of the force for rapid response to crises worldwide. The opinions and attitudes of Navy personnel represent vital input to the development and continuous improvement of Navy policies, procedures, and programs. Such opinions and attitudes must be measured in a systematic and timely fashion to provide an accurate representation of the views of the Navy's increasingly diverse workforce.

Purpose

The NPS is administered to a statistically representative sample of the Navy and creates a data-based "portrait" of Sailors through the collection and analysis of survey data and demographic information. The survey also provides a vehicle for Navy leadership to assess major policies, programs, and current issues affecting Sailors' satisfaction with the Navy. The NPS addresses several major areas of Sailor life, including work climate, morale, training and education needs, satisfaction with leadership, Sailor financial status, detailing, TEMPO (i.e., time spent away from home), job satisfaction, career development, and overall satisfaction with Navy life. Past NPS and QOL surveys have consistently found that the quality of work life and quality of life areas assessed on the survey are related to important Navy outcomes such as readiness and retention (Olmsted & Underhill, 2003b; Wilcove & Hay, 2004).

Approach

The 2003 NPS was distributed to a stratified random sample of 13,960 active-duty officers and enlisted Sailors in December 2002 (for a copy of the survey and other contact materials, see Appendix A[1]). The 2003 NPS further refined the 2000 survey by retaining key work-related issues, such as leadership, detailing, advancement/promotion, and eliminating sections that dealt with policies and/or other work-related issues that were more relevant in 2000 than in 2003. Further, topics that were retained from the 2000 NPS were often shortened to include the most relevant and central themes and elements. In this way, the burden on the Fleet was reduced and the main data needs of Navy leadership were met. Completed questionnaires were accepted through May 5, 2003. The sample for the survey was drawn during October 2002 from a sampling frame ($n = 341,046$) of individuals in the Navy who were accessible for data collection (See Appendix B). The sampling represented approximately 3 percent of the total enlisted population and 6 percent of the total officer population. The sample size was optimized so that the results would generalize to the larger Navy population and key subgroups with margins of error that were +/- 5 percentage points or less. Prior to the mailing of the survey, pre-notification letters were sent to participants selected to receive the survey. Reminder letters were mailed to the entire sample in January 2003, approximately six weeks after the surveys were distributed. A total of 3,471 useable surveys were returned, resulting in an adjusted response rate of 28 percent (See Appendix B). Of the surveys returned, 66 percent were completed on paper and 33 percent were completed over the Internet.

The completed survey responses were statistically weighted by paygrade, gender, and majority-minority group to allow for generalization of the sample results to the entire Navy population. For more details on how weights were constructed for the survey see Appendix B. Results presented throughout this report are based on weighted data.

Margin of error was calculated using a specialized sample survey software package called SUDAAN, version 8.0 (Research Triangle Institute, 2001). SUDAAN is used to calculate margin of error when complex stratified sample designs are used. Margins of error ranged between 1 and 4 percent for enlisted Sailors, between +/-1 and +/-5 percent for officers, and between +/-1 and +/-4 percent for total Navy. To simplify the presentation, it can be assumed that the margins of error for total Navy and for enlisted are +/-4 percent or less and for officers are +/-5 percent or less. In interpreting the results, if the difference between two items is outside the maximum margin of error for both items, then the difference is considered significant. For example, if job satisfaction for enlisted is 60 percent and job satisfaction for officers is 70 percent, then the difference is considered significant since a difference of 10 percentage points is larger than the maximum sum of the margins of errors (9 percentage points).

Organization of Report

This report summarizes the results of the 2003 NPS. The results are divided into the following sections: Characteristics of the Sample, Quality of Life Indicators, Quality of Work Life Indicators, Retention Indicators, Conclusions, and Recommendations. Each section contains a presentation of the major results of related survey findings and, where appropriate,

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[1] The NPS was originally scheduled to be administered in the fall 2002. However, its implementation was delayed until December 2002. Since the data primarily was gathered in 2003 the survey is referred throughout as the 2003 NPS, although the NPS cover was printed with the 2002 date on it.

comparisons to the results of the 2000 or previous NPS surveys. The conclusions and recommendations at the end of this report are similar to those presented to senior leadership when the project was briefed during the spring of 2004.

Characteristics of the Sample

Demographics

This section describes the characteristics of Sailors who completed the survey. These data have been weighted and are representative of the characteristics and opinions of Sailors in the active-duty Navy population as a whole.

Gender and Ethnicity

Tables 1–3 show the distribution of the weighted respondent sample compared with the total Navy population (from the October 2003 Enlisted Master Files and Officer Master Files) in terms of gender, race, and Hispanic ethnic status. As can be seen, the characteristics of Sailors who returned the 2003 NPS closely mirror the Navy population eligible for the survey.

Table 1
Gender distributions of the Navy population and the NPS sample

	Navy Population Percent	NPS Sample (Weighted) Percent
Male	85	86
Female	15	14

Table 2
Racial distributions of the Navy population and the NPS sample

	Navy Population Percent	NPS Sample (Weighted) Percent
White/Caucasian	62	62
Black/African-American	19	19
Other Minority	19	19

Table 3
Hispanic ethnic distribution of the NPS sample

	Navy Population Percent*	NPS Sample (Weighted) Percent
Non Hispanic	90	92
Other Spanish, Hispanic, Latino	10	8

*Based on data provided by the Navy Equal Opportunity Office for first quarter fiscal year 2003(Navy Equal Opportunity Office, 2003)

Educational Status

Of the enlisted respondents, 95 percent were high school graduates and 61 percent had taken some college classes, a sizable increase from the 45 percent who reported having some college classes in the 2000 NPS. Seventeen percent of enlisted respondents had completed a 2-year college degree or higher (See Table 4). Less than 1 percent of enlisted respondents reported that they had not completed high school, while 5 percent of respondents had completed an alternate high school degree (i.e., GED, home study, or adult-school certificate). Thus, 95 percent of enlisted Sailors had at least a high school diploma, compared to only 83 percent of the general U.S. population over the age of 25 in 2002 (U.S. Census Bureau, 2002).

Forty-seven percent of officers reported that they have completed a bachelor's degree, while an additional 47 percent have completed advanced degrees at the master's and doctoral/professional degree level. Only 6 percent of officers report that they have less than a 4-year bachelor's degree. Educational attainment has increased among Naval officers, compared to 2000 when 13 percent reported that did not have a 4-year college degree.

Table 4
Current level of education attained by Sailors

	Percent	
	Enlisted	**Officers**
Less than high school completion (no diploma)	<1	--
Alternate degree (GED/home study/adult-school)	5	--
High School diploma (graduate)	34	1
Some college (no degree)	44	3
Associates degree or other 2-year degree	9	2
Bachelor's degree (B.A. or B.S.)	7	47
Master's degree (M.A., M.S., M.B.A., etc.)	1	35
Doctoral or professional degree (J.D., Ph.D., M.D., etc.)	--	12

Marital Status

On the 2003 survey, 58 percent of all Sailors reported that they were currently married (including those remarried or legally separated), 36 percent were single (never married), 6 percent were divorced, and less than 1 percent widowed. For officers, 76 percent were married, 20 percent were single, 4 percent were divorced, and less than one percent were widowed. For

enlisted, 55 percent were married, 39 percent were single, 6 percent were divorced, and less than 1 percent were widowed. In the general U.S. population, the Census Bureau reports that 56 percent of adults are married, while 10 percent of the population is currently divorced (U.S. Census Bureau, 2003). These results indicate that Sailors are currently more likely to be married and less likely to be divorced than the general U.S population. These numbers are consistent with previous finding from the NPS (Olmsted, Kantor, & Palmisano, 2001; Kantor, Wilcove, & Olmsted, 1998; Kantor, Cullen, Wilcove, Ford, & Olmsted, 1997). They are also similar to the Navy-wide estimates obtained on the 2002 Navy QOL survey, which also found that 58 percent of active duty Navy personnel were married (Wilcove & Hay, 2004)

Dependents

Over three-fourths of officers (76%) and a majority of enlisted Sailors (55%) report that they currently have dependents living with them. These dependents are non-military spouses (63% officers and 39% enlisted) and children who live either part-time (3% officers and 3% enlisted) or full-time (51% officers and 35% enlisted) in the Sailor's household. About one percent of Sailors currently have legal wards living within their household, and 3 percent have parent(s) or other relatives living with them (See Table 5).

Table 5
Distribution of Sailor dependents by group

	Percent	
	Enlisted	**Officers**
No	45	24
Spouse (military)	7	9
Spouse (non-military)	39	63
Own Children (full-time)	35	51
Own Children (part-time)	3	3
Spouse's Children (full-time)	7	3
Spouse's Children (part-time)	<1	<1
Legal Ward(s)	1	<1
Parent(s) or other relative(s)	5	2

Parental Status

Seventy percent of officers and 60 percent of enlisted Sailors are parents of children under the age of 21 currently living in their household. This represents an increase from 2000, when 59 percent of officers and 46 percent of enlisted reported the same (Olmsted & Underhill, 2003a). Very few officers (<1%) and only 3 percent of enlisted Sailors report they are currently single parents. Female Sailors are much more likely to be single parents (10%) than are male Sailors (1%). Similarly, the 2003 Navy Pregnancy and Parenthood Survey found that 9 percent of active duty Navy women and 3 percent of active duty men were single parents (Uriell, 2004). Children living at home are most commonly between the ages of 5 and 12 for both officers (79%) and enlisted (75%).

Childcare

Sixty-one percent of officers and 74 percent of enlisted Sailors who have children report that they currently use one or more forms of childcare, including their spouse or older sibling. Of those who have children and use childcare, the most common childcare providers included spouse (35%), relative or older sibling (16%), and friend (16%)(See Table 6).

Table 6
Childcare options used by Sailors

	Percent	
	Enlisted	**Officers**
I Do Not Have Any Children in Childcare	27	39
Spouse Is Childcare Provider	34	39
Relative Or Older Sibling is Childcare Provider	17	12
Friend Is Childcare Provider	16	15
At Home Employee is Childcare Provider	4	9
Base-Operated Family Home Care Program	6	2
Civilian Operated Family Home Care	7	5
Military Child Development Center	8	6
Private Licensed Facility	11	11
Other	5	4

The largest percentage of both officers and enlisted Sailors reported that monthly costs for childcare were less than $200 (See Table 7). There are some discrepancies between the costs paid for childcare between officers and enlisted at both the high and low ends of the continuum. A greater number of officers pay less than $200 per month or over $800 per month for childcare.

Table 7
Total amount spent on childcare each month*

	Percent	
	Enlisted	**Officers**
Less than $200	46	63
$200 to $399	26	11
$400 to $599	16	12
$600 to $799	7	5
$800 to $999	2	4
$1000 or more	3	5

Represents those who have children in childcare.

Spouse Employment

Over half of married Sailors have spouses who currently work (59%) in either full-time (36% officers and 47% enlisted) or part-time (16% officers and 14% enlisted) jobs. Of those who have spouses who are employed, most have civilian jobs (70%), are on active duty in the Navy (12%),

or work in civil service jobs (9%). There are a greater number of enlisted spouses (60%) who are currently employed compared to officer spouses (52%). These findings are consistent with prior NPS results (Kantor, Cullen et al., 1997; Kantor, Wilcove, & Olmsted, 1998; Olmsted et al., 2001). The employment status of Navy spouses is presented in Table 8.

Table 8*
Employment of Navy Spouses

	Percent	
	Enlisted	**Officers**
Active duty, Navy	12	12
Active duty, Other Service	1	2
Reserve, Navy	1	2
Reserve, Other Service	<1	<1
Civil Service	10	9
Civilian Job	71	69
Self-Employed	5	7

*Percentage based on those who reported having spouses who worked full or part-time.
Multiple responses were allowed, therefore sum of percentages may be greater than 100.

Housing

Most Sailors are currently living in off-base housing that they rent or buy (See Table 9). About 15 percent of enlisted Sailors report that they live in a barracks/dorm or aboard ship. Differences between officers and enlisted Sailors were found. As in 2000, officers were more likely to own their own homes or live in rented housing. Enlisted Sailors were more likely to live aboard ship, in a barracks/dorm, or in off-base military housing. The results for Enlisted housing may be due in part to junior enlisted either undergoing training or being assigned to live aboard ship.

Table 9
Where Sailors live at their current duty station

	Percent	
	Enlisted	**Officers**
Aboard Ship	14	1
Barracks/Dorm (Including BEQ or BOQ)	15	2
Geographic Bachelors Barracks	1	0
Military Family Housing (On Base)	9	9
Military Family Housing (Off Base)	8	4
Own My Home, Off Base	19	44
Rent Housing, Off Base	33	40
Other	2	1

Accompanied Status

Eighty-seven percent of officers and 73 percent of enlisted Sailors with dependents are presently accompanied by all of their dependents. Six percent of Sailors (4% officers and 7% enlisted) report being accompanied by part of their household at their current assignment (See Table 10). Eight percent of Sailors are temporarily unaccompanied, while ten percent are permanently unaccompanied. As in 2000, there was a difference between officers and enlisted for accompanied status. Enlisted Sailors (73%) are less likely to have all members of their household accompanying them at their present assignment than are officers (87%).

Table 10*
Degree to which Sailors are accompanied, at their present assignment,
by the members of their household

	Percent	
	Enlisted	**Officers**
Accompanied by all dependents	73	87
Accompanied by some dependents	7	4
Temporarily unaccompanied	9	3
Permanently unaccompanied	11	5

*Percentage based on those who reported having dependents.

Of the Sailors who were unaccompanied by the members of their household, the top reasons were: by their own choice, because family members chose to remain in another location, spouse employment, and "other" non-specified reasons (See Table 11). The key difference between groups was that officers were more likely to report that they were unaccompanied because they owned a home in another location.

Table 11
Top 10 reasons why Sailors are unaccompanied at their present assignment by group

	Percent	
	Enlisted	**Officers**
I Am Unaccompanied By Choice	18	17
Cost Of Moving	5	3
Cost Or Lack Of Civilian Housing	4	4
Lack Of Military Housing	5	2
I Am Unaccompanied Because I Own A Home In Another Location	8	14
Lack Of Available Activities/Facilities For Family	3	4
Lack Of Health Care/Education Services For Special Needs	2	2
Family Member Preference	13	13
Spouse Education	5	4
Spouse Employment	11	13
The Length Of The New Duty Assignment	2	5
I Am Unaccompanied Because My New Work Schedule Does Not Allow Time For Family	5	4
I Am Unaccompanied Because It Is Required By This Billet	5	3
Another Reason	14	12

Service/Career Demographics

Length of Service

The average length of active duty service for Sailors was 9.1 years. Officers in the sample had served on active duty for an average of 13.2 years compared to an average of 8.2 for enlisted Sailors. These results are very similar to the 2000 NPS results. Table 12 presents a detailed breakdown of the length of service results.

Table 12
Length of Naval service by group

	Percent	
	Enlisted	**Officers**
Less than 1 year	5	1
1 to 3 years	32	10
3 to 5 years	10	9
5 to 10 years	17	21
10 to 15 years	13	18
15 to 20 years	17	19
20 or more years	6	23

Billet Type/Deployment

Just under half of all Sailors were assigned to shore duty (49%), while 46 percent were on sea duty and 5 percent were on neutral, Duty Under Instruction, or other types of special duty. As in 2000, officers were more likely to be assigned to shore duty, while enlisted Sailors were more likely to be assigned to sea duty (See Table 13).

Table 13
Distribution of billet type by group

	Percent	
	Enlisted	**Officers**
Sea Duty	48	33
Shore Duty	47	61
Other Duty (neutral, duty under instruction, etc.)	5	6

While about half of enlisted and one third of officers were on sea duty, only 22 percent of total respondents (13% officers and 24% enlisted) indicated that they were currently on deployment. This represents a slight overall increase from the 2000 NPS where 16 percent of all Sailors reported they were on deployment. However, this increase is larger for enlisted sailors; only 17 percent reported being on deployment in 2000 compared to 24 percent in 2003. Of those who were assigned to sea duty, approximately 45 percent indicated that they were currently on deployment, whereas in 2000, only 30 percent reported being on deployment.

Duty Location

As in 2000, the largest percentage of Sailors reported that they had been at their current duty station between 12 and 18 months. Also, as in 2000, officers had been at their current duty station for a shorter length of time compared to enlisted (See Table 14).

Table 14
Length of time at current duty station

	Percent	
	Enlisted	**Officers**
Less than 6 months	10	12
6 months to less than 12 months	20	25
12 months to less than 18 months	23	21
18 months to less than 24 months	14	17
24 months to less than 36 months	22	19
36 months or more	11	6

Most Sailors indicated that they were currently stationed in either Continental U.S. (CONUS) East Coast (45%) or West Coast (29%) locations. These results (See Table 15) were very similar to the 2000 NPS.

Table 15
Where Sailors are homeported in the Fleet

	Percent	
	Enlisted	**Officers**
Alaska or Hawaii	4	4
Caribbean	0	1
CONUS (East Coast)	44	51
CONUS (West Coast)	30	23
CONUS (Other)	7	11
Europe (including the Mediterranean)	5	4
Far East	5	3
Middle East	1	1
South or Central America	<1	<1
Other	3	1

Type of Ship/Activity

About one quarter of respondents reported being currently assigned to a shore or staff command. Officers (38%) were more likely to be assigned to that type of command than enlisted (24%) (See Table 16). This represents a decrease from 2000 when 46 percent of officers and 31 percent of enlisted were assigned to a shore or staff command.

Table 16
Type of ship/activity currently assigned

	Percent	
	Enlisted	**Officers**
Afloat Staff	1	2
Aircraft Carrier	14	7
Amphibious Craft	1	<1
Amphibious Ship	6	3
Aviation Squadron Sea Deployed	6	6
Aviation Squadron Shore Deployed	4	6
Cruiser	4	2
Destroyer	6	4
Minecraft	1	<1
Reserve Unit	<1	1
Service Force Ship	1	1
Shore Based Deployable Unit	5	2
Shore or Staff Command	24	38
Special Warfare Unit	1	1
Submarine	4	3
Tender/Repair Ship	1	<1
Training Command	11	14
Other	10	10

Paygrade and Occupational Specialties

Table 17 presents the distribution of paygrades for respondents compared with the entire Navy population (Enlisted Master Files and Officer Master Files, October, 2002) at the time the survey sample was selected. The table indicates a few small differences between the returned sample and the actual proportion of Sailors in each category, but, in general, the sample closely approximates the distribution of the Navy by paygrade.

Table 17
Paygrade distributions of the Navy population and the NPS sample

	Navy Population Percent	**NPS Sample (Weighted) Percent**
E-3 and Below	20.5	20.0
E-4 to E-6	55.0	54.6
E-7 to E-9	9.6	10.0
W-2 toW-4	0.4	.5
O-1 to O-3	8.4	8.2
O-4 and Above	6.0	6.7

Survey respondents also identified their Navy occupational specialty. Table 18 presents the reported occupational specialties/communities for officers. The most commonly indicated officer communities were Aviation (Unrestricted Line), Staff Medical, and Surface (Unrestricted Line).

Table 18
Officer designator groups

Officer Designator Groups	
Unrestricted Line: Surface	16.8
Unrestricted Line: Submarine	6.4
Unrestricted Line: Aviation	22.7
Unrestricted Line: Other	3.8
Restricted Line: Intel	2.6
Restricted Line: Crypt	1.2
Restricted Line: Other	6.2
Staff: Medical	17.0
Staff: Judge Advocate General	1.8
Staff: Supply	4.8
Staff: OTHER	4.5
Limited Duty Officer	5.8
Warrant Officer	3.1
Unknown	3.2

Table 19 presents the reported occupational specialties (i.e., enlisted ratings or striker ratings) for enlisted Sailors.

Table 19
Enlisted occupational specialties (i.e., ratings)

Enlisted Community	Percent
Construction - CB	2.3
Construction - NONCB	0.2
Marine Engineering	12.4
Ship Maintenance	3.4
Aviation Maintenance	15.7
Aviation Ground Support	6.5
Media	1.5
Logistics	6.4
Administration	8.5
Information Technology	3.8
General Seamanship	5.8
Health Care	5.4
Cryptology	3.9
Ordnance Systems	3.1
Communications - Sensor	3.4
Weapons Systems - Control	7.7
GENDET	0.1
Unknown	10.2

Financial Indicators

The NPS assesses a broad range of issues related to quality of work life including pay and compensation and items related to standard of living.

Standard of Living

Most Sailors (84%) indicate that their Navy job provides 60 percent or more of their household income. However, many Sailors regularly supplement their income by use of other sources of income such as second jobs, spouse income, investments, and financial assistance (See Figure 1).
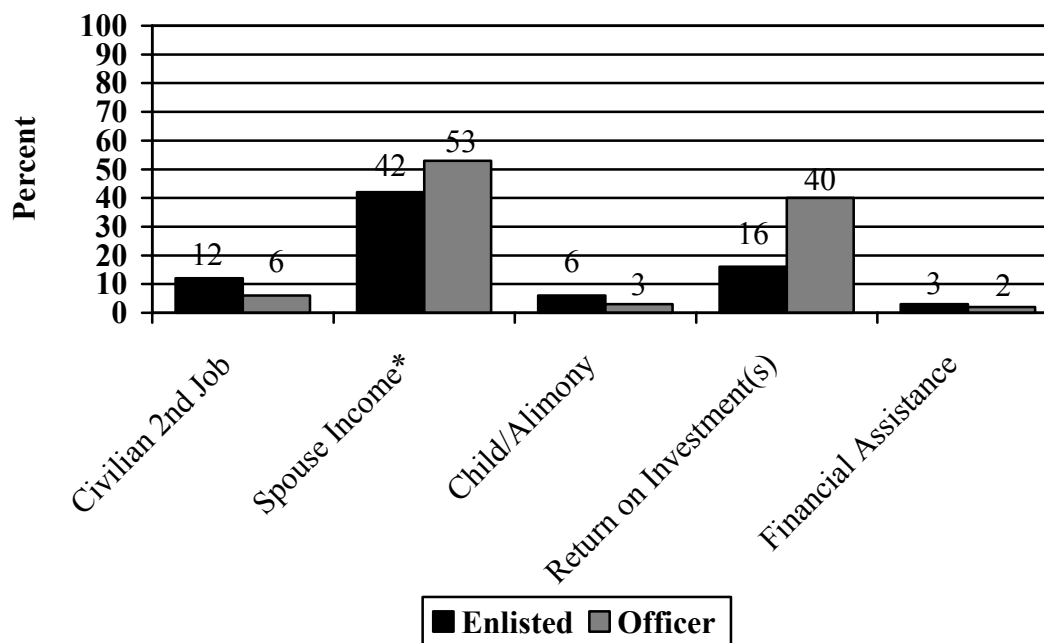
Figure 1. Percentage of Sailors who reported income from sources other than their Navy job.

Just over half of married officers and 42 percent of married enlisted Sailors report that their spouse contributes to total family income (Figure 1). For the majority, this contribution reflects 40 percent or less of the total family income (Figure 2).
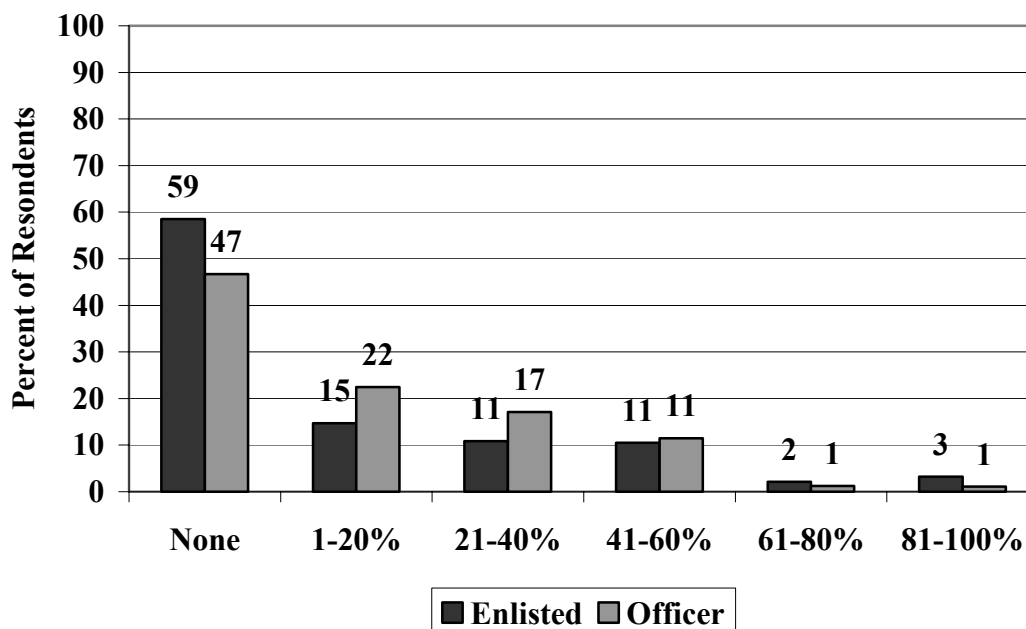
Figure 2. Percentage of total family income contributed by spouses.

Six percent of officers and 12 percent of enlisted Sailors report that they earn income from second jobs in the civilian community, a small decrease from 2000 when 7 percent of officers and 16 percent of enlisted reported income from a second job. Both officers and enlisted reported income from returns on financial investments. Forty percent of officers and 16 percent of enlisted reported that they received some portion of their household income from investments during 2003. A low percentage of Sailors (2% officers and 3% enlisted) reported that they received some form of financial assistance in the past year; which is a decrease from 2000 where 5 percent of officers and 8 percent of enlisted reported the same. The most frequently used forms of financial assistance were Women and Infant Children Assistance, "other" types of aid, Food Stamps, and Head Start (Table 20).

Table 20
Types of financial assistance received by Sailors

	Percent	
	Enlisted	**Officers**
Not Receiving Financial Assistance	90	98
Medicaid	<1	<1
Supplemental Security Income	<1	<1
Unemployment Or Workers Compensation	<1	<1
State-Funded Childcare Assistance	<1	<1
Woman Infant Children Assistance	7	<1
Aid To Families With Dependent Children	<1	
Food Stamp Program	<1	
Head Start Program	<1	
Other Aid	1	<1

Many Sailors report that they experienced out-of-pocket expenses associated with housing costs. Sailors commonly report that they find it necessary to pay over the Basic Allowance for Housing (BAH) to cover the expenses of maintaining their household. Currently, service members are expected to pay a certain percentage of housing costs themselves. In 2003, out of pocket expenses were approximately 7.5 percent of nation-wide housing cost by pay grade and dependency status (DTIC, 2004). The 2003 NPS found that of those who receive BAH, 43 percent of officers and 26 percent of enlisted pay $400 or more over the BAH each month (Table 21). These results indicate significant recurring expenses for Sailors and are nearly identical to the findings from the 2000 NPS. This situation is likely to improve as the Department of Defense works towards 100 percent coverage of housing expenses with a new accelerated BAH.

Table 21
How much Sailors pay over the BAH each month*

	Percent	
	Enlisted	**Officers**
None	16	11
Less than $200	21	20
$200 – $399	39	32
$400 – $599	14	20
$600 – $799	5	7
$800 – $999	3	4
$1,000 or more	2	6

Only respondents who reported receiving BAH.

When asked about their current pay and benefits, 66 percent of officers and 43 percent of enlisted Sailors said they were fairly compensated considering all of the pay, incentives, and benefits. This represents a large increase from the 2000 NPS in which only 41 percent of officers and 20 percent of enlisted reported they were satisfied with their pay and benefits (Figure 3).

	Agree	Neutral	Disagree
E-1 to E-3	46	26	29
E-4 to E-6	42	23	36
E-7 to E-9	48	15	37
W-2 to W-4	42	15	43
O-1 to O-3	65	11	24
O-4 and Above	69	12	19

■ **Agree** □ **Neutral** ■ **Disagree**
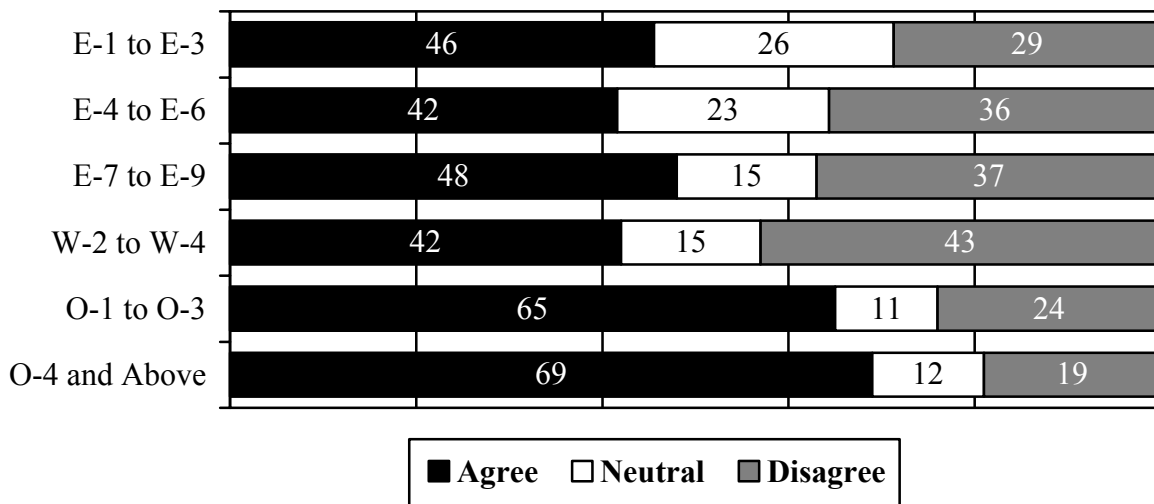
Figure 3. Percentage of Sailors who agree or disagree with the statement: "I am fairly compensated considering all of the pay, incentives and benefits I receive."

Although Sailors report feeling fairly compensated, the majority still believe their compensation package is lower than that of comparable civilians (69% officers and 79% enlisted). This finding indicates improvement over the 1998 Navy Personnel Pay Survey, where 92 percent of respondents to a non-scientific survey distributed at Fleet concentration areas said that their civilian counterparts are paid more than they are (Culbertson & Hendron, 1999). When asked on the 2003 NPS how they knew civilians are paid more, Sailors indicated they either knew someone personally in a similar civilian job, they had personal job-hunting experience, or they had read an article or report discussing military pay (See Table 22).

Table 22
How Sailors know that civilians are paid more

	Percent	
	Enlisted	**Officers**
Read a Navy article or publication on topic	19	23
Read an article or publication on the topic	29	40
Watched a TV news report on topic	11	10
Navy career decision fair	8	6
Personal job hunting experience	56	51
Know a civilian in a job similar to my own	72	73
General perception of pay	28	30

Another area of improvement regarding pay and compensation is the percentage of Sailors who report they are able to pay bills and meet other financial obligations with the pay they receive. In 2003, 93 percent of officers and 69 percent of enlisted reported being able to meet financial obligations, whereas only 79 percent of officers and 42 percent of enlisted felt the same way in 2000 (See Figure 4).

Rank	Agree	Neutral	Disagree
E-1 to E-3	58	13	29
E-4 to E-6	70	13	17
E-7 to E-9	81	9	11
W-2 to W-4	83	9	8
O-1 to O-3	93	4	3
O-4 and Above	94	3	3

■ **Agree** □ **Neutral** ■ **Disagree**
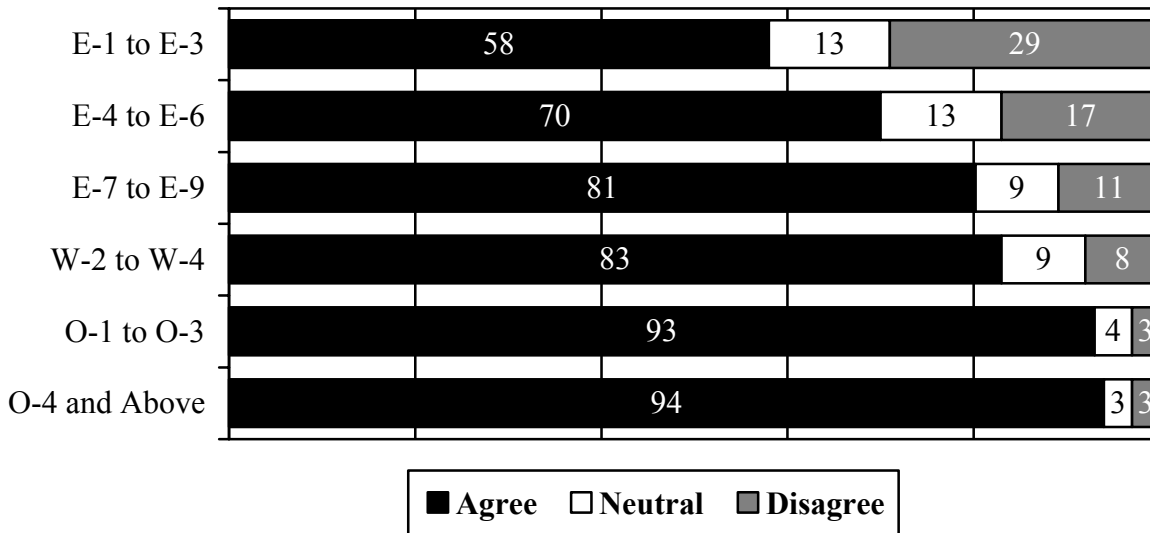
Figure 4. Percentage of Sailors who agree or disagree with the statement: "I am able to pay my bills and meet my financial obligations with the pay I receive."

A common measure used to assess the financial health of an individual or family is the ratio of savings to debt. Some financial planners recommend that individuals and families should increase their savings to the equivalent of six or more months of income and expenses (Sahadi, 2001). When compared to this, many Sailors may be at risk for financial difficulty. For example, 2 percent of officers and 13 percent of enlisted either do not have a bank account or do not currently have any money in a bank savings account (See Figure 5). Only 32 percent of officers and 8 percent of enlisted currently report that they have $10,000 or more in the bank.

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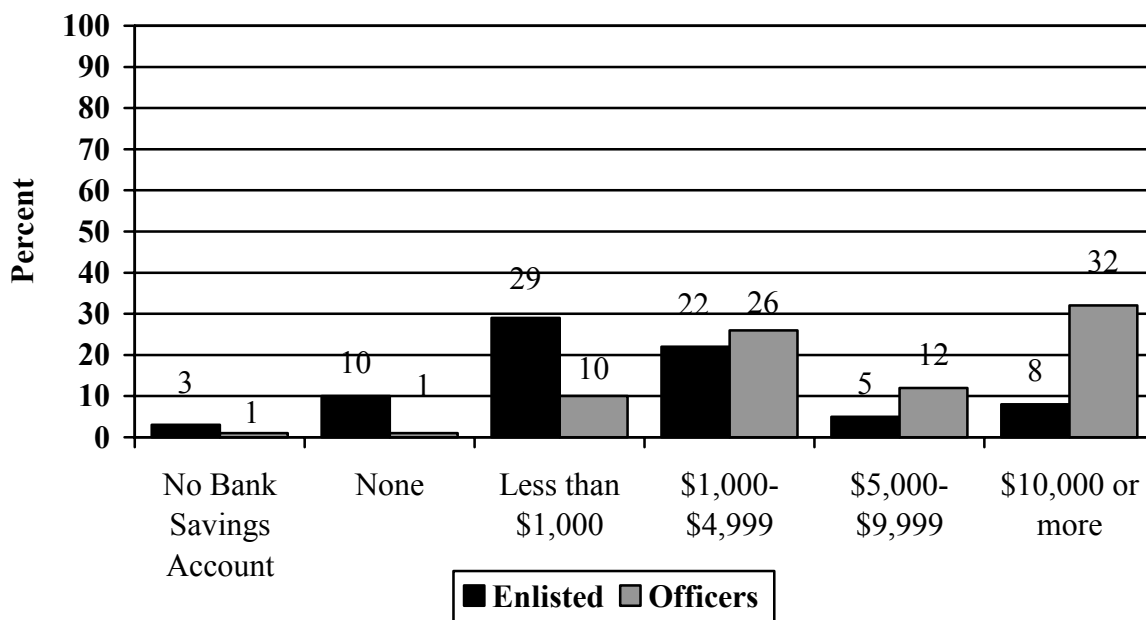
Figure 5. How much Sailors report they currently have in savings.[2]

Another determinant of financial health is the amount of debt that Sailors report they currently owe. There are two primary types of consumer debt: unsecured and secured. Unsecured debt is short-term or consumer debt. For those in the Navy, this is things such as credit card debt, debt consolidation loans, AAFES loans, NEXCOM loans, student loans, and other personal loans that are not associated with property or significant collateral. Secured debt is long-term lines of credit associated with property or significant collateral such as home mortgages, car loans, etc. On the 2003 NPS, Sailors were asked to report on how much debt they currently had in increments of $5,000 for personal debt and $10,000–$25,000 for secured debt.

Differences between officers and enlisted regarding unsecured or consumer debt occurred at both ends of the spectrum. Officers were more likely than enlisted to have no consumer debt (enlisted 18%, officers 27%) and were more likely than enlisted to have $10,000 or more in consumer debt (enlisted 15%, officers 25%). This represents an improvement of the 2000 NPS where 33 percent of officers and 22 percent of enlisted reported $10,000 or more in consumer debt. For a breakdown of unsecured credit debt for officers and enlisted see Figure 6.

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[2] Excludes those who declined to answer or who selected "Unknown."
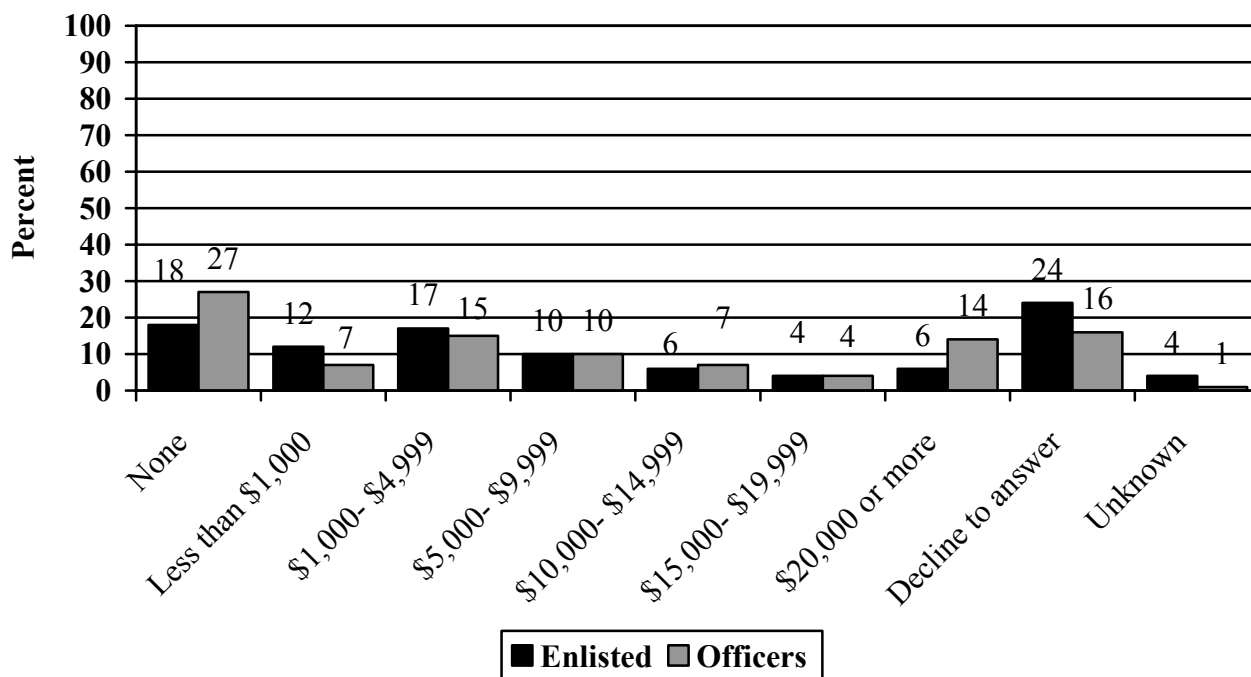
Figure 6. Amount of unsecured debt currently owed by Sailors.

Regarding long-term debt, the most notable difference between the groups appeared at the upper end of the spectrum, with 39 percent of officers and 13 percent of enlisted reporting that they currently owed $75,000 or more in secured long-term debt. However, this is not unexpected given the higher percentage of officers who own their own homes (43% officers and 18% enlisted) and officers higher levels of pay. For a more detailed presentation of the amount of secured debt currently owed by officers and enlisted Sailors see Figure 7.
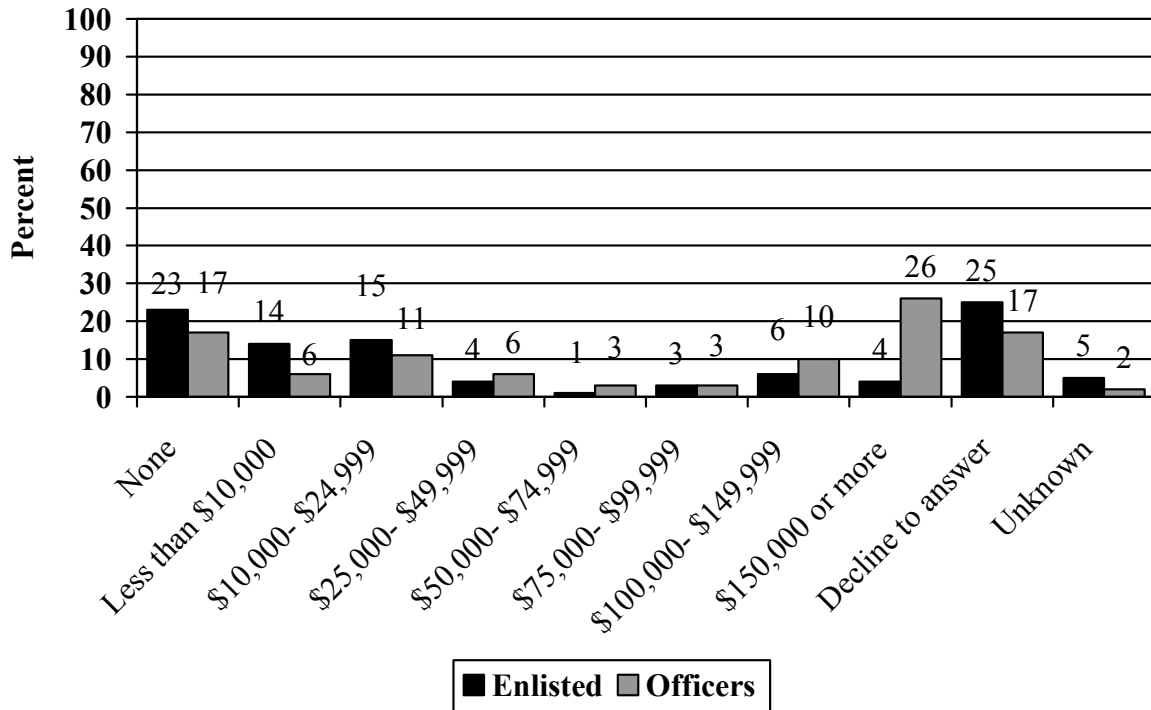
Figure 7. Amount of secured debt currently owed by Sailors.

Sailors have another way to ensure their financial health through contributions to the Thrift Savings Plan (TSP). The TSP is a Government-sponsored retirement savings and investment plan, which is similar to 401(k)s used in the private sector. Beginning in fiscal year 2001, military members are able to contribute a portion of their pre-tax salary to the fund and determine in which of five investment funds to allocate their monies. Unlike a traditional 401(k), however, the Federal government does not currently match any of the financial contributions made by active duty military personnel the way it does for many government civil service employees.

Results from the 2003 NPS indicate that 28 percent of enlisted and 44 percent of officers currently participate in the TSP. When asked to identify reasons they do not participate, enlisted Sailors report they do not have enough money to participate (30%), they did not know enough about the TSP program to participate (28%), and "Other" reasons (23%). Officers report having other personal individual retirement accounts (59%), proximity to their retirement (26%), and "Other" reasons as their motives for not participating.

Respondents were also asked about financial losses experienced during PCS moves (i.e., moves between duty stations). Fifty-five percent of all Sailors who had experienced a PCS move reported they experienced a financial loss during their last PCS move (20% of respondents had not experienced a PCS move). Of those who experienced a financial loss, the most common were loss due to damaged goods (68%), lost spousal income (45%), and out-of-pocket cost of moving vehicles not covered by the PCS transition agreement (43%). For a complete breakdown of the financial losses reported by Sailors when they completed their last PCS move, see Table 23.

Table 23*
Financial losses experienced by Sailors during PCS moves

	Percent	
	Enlisted	**Officers**
Loss Due to Damaged Goods During Move	65	76
Loss in Spouse Income During Last PCS	47	39
Loss Due to Additional Cost of Moving Vehicles Not Covered by PCS Transition Agreement	43	45
Loss Due to Stolen Goods During Last PCS	15	16

*Percentage based on those who reported experiencing a financial loss during a PCS move. Multiple responses were allowed, therefore sum of percentages may be greater than 100.

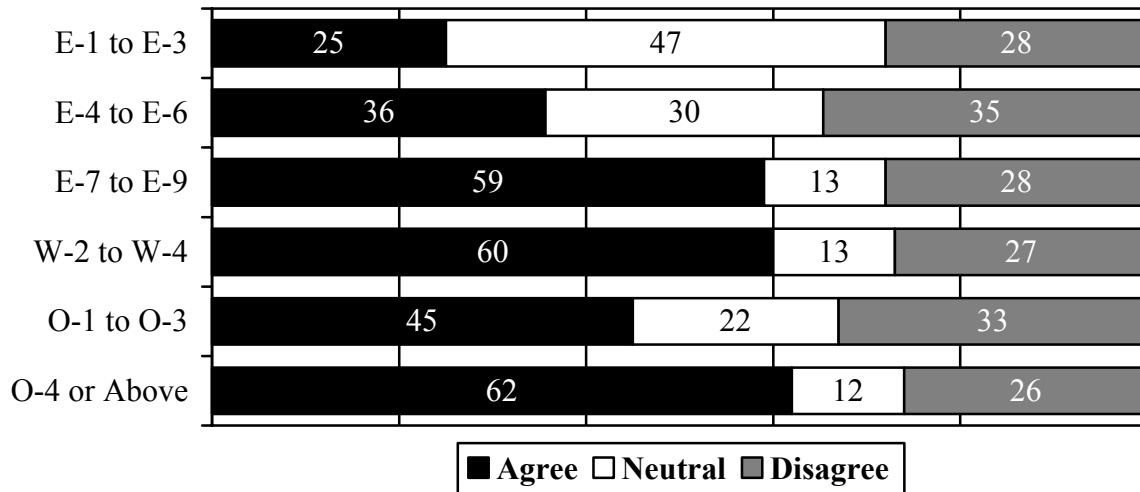# Quality of Work Life Indicators

Quality of work life is used to describe a wide variety of aspects of the work environment including such things as leadership, relationships with coworkers, organizational commitment, work climate, resources, training, career development, morale, and satisfaction with the work itself (Janega & Whittam, 2004; Olmsted & Underhill, 2003b). It represents the subjective well being of the individual with regard to their perceptions about the quality of their life at work and the work environment. The driving force behind a focus on quality of work life is the belief that as an individual perceives the quality of their work and the work environment as being positive, they are likely to be productive, committed, and will desire to remain with the organization (Olmsted & Underhill, 2003b). This is important to the Navy as it seeks to not only maintain current military readiness but also to support a well-trained and experienced workforce. The following section reviews findings from the survey on quality of work life and related areas.

Detailing

Detailing refers to the process used by the Navy to assign Sailors to jobs, or billets, as they are commonly called. As Sailors typically rotate jobs every three years or less, satisfaction with the detailing process is important to Navy leadership. Responses to questions about the Navy detailing process indicate that a larger percentage of officers are satisfied than enlisted Sailors on several aspects of the detailing process. About two-thirds of officers (68%) say they have a clear understanding of the current Navy detailing process while just half of enlisted Sailors (50%) report the same. Only slightly more than half of officers (53%) and about a third of enlisted Sailors (36%) report that they are satisfied with the detailing process. This difference is largely a product of differences in satisfaction based on paygrade; senior Sailors (both enlisted and officers) and warrant officers reported higher satisfaction than junior or mid-grade enlisted and junior officers. These data are essentially unchanged from the 2000 NPS, indicating feelings regarding detailing have not improved or changed since that time. For a breakdown of satisfaction with detailing see Figure 8.

E-1 to E-3	25	47	28
E-4 to E-6	36	30	35
E-7 to E-9	59	13	28
W-2 to W-4	60	13	27
O-1 to O-3	45	22	33
O-4 or Above	62	12	26

■ Agree □ Neutral ■ Disagree

Figure 8. Percentage of Sailors who agree or disagree with the following statement: "I am satisfied with the current Navy detailing process."

While there were differences between officers and enlisted with items assessing satisfaction with the detailing process, items that asked about aspects of the detailing process found similar responses between enlisted and officers for the percent of respondents given 5 or more job choices, the percentage receiving the orders of choice, and the percentage for whom orders were issued within 6–9 months of the Prospective Rotation Date (PRD) (See Figure 9).

	Contacted detailer 12 months prior to PRD	Given 5 or more job choices	I received the orders of my choice	My last orders were issued 6 to 9 months before my PRD
Enlisted	9	20	68	33
Officers	26	20	74	27

■ Enlisted ■ Officers
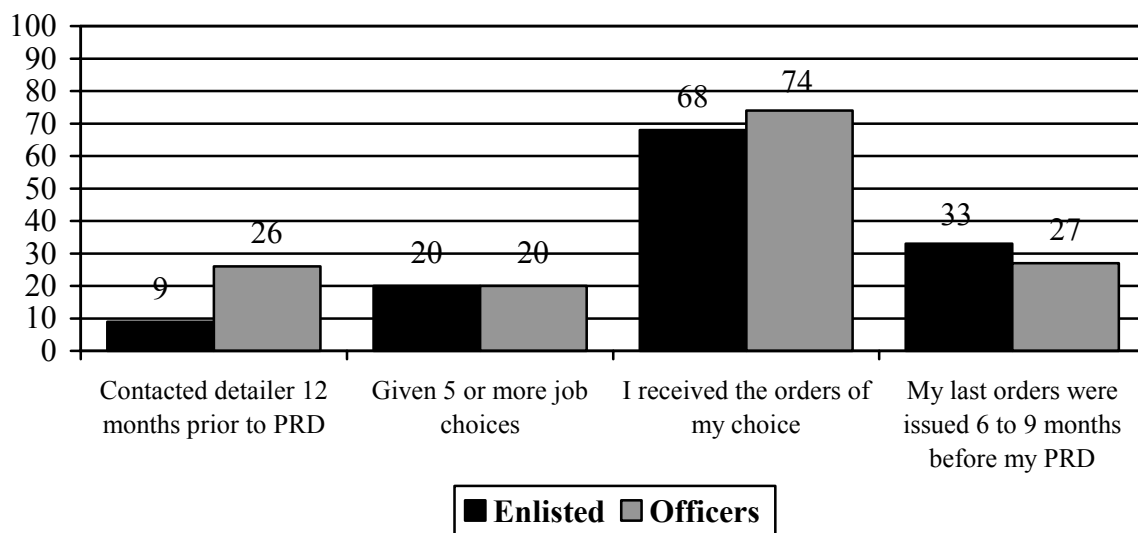
Figure 9. Percentage of Sailors who agree or strongly agree with each of the above statements about the Navy detailing process.

Sailors often consider a wide variety of factors about each assignment when contacting their detailers to negotiate assignments (e.g., location, type of duty, impact on their family, etc.). Sailors indicated which factors were the most important to them when making a detailing-related decision. Of those who received a choice of assignment, officers indicated that geographic location (73%), type of duty (60%), impact of move on family (39%), and career path

requirements (28%) were the most important factors. Enlisted Sailors reported that geographic location (73%), type of duty (50%), and promotion potential (30%) were the most important factors in making their assignment decision.

TEMPO

TEMPO refers to the amount of time Sailors are away from their homeport or permanent duty station in work-related activities. Sailors responded to a number of questions about the impact of TEMPO on their lives over the past year. The majority of Sailors (58% officers and 53% enlisted) indicated that they were away from their homeport on official business, training, work-ups, or deployment for less than 50 days in the past year (See Table 24). Seventy one percent of officers and 57 percent of enlisted Sailors reported they were satisfied with the time spent at their permanent duty station.

Table 24
Days away from permanent duty station in the past 12 months

	Percent	
	Enlisted	**Officers**
None	33	12
1–49 days	20	46
50–99 days	10	15
100–149 days	9	9
150–199 days	13	8
200–249 days	8	6
250–299 days	5	3
300 or more days	2	0

A major concern regarding TEMPO is the impact that being away has on family life and personal relationships. Seventy percent of Sailors reported that their Navy careers cause a significant amount of separation from their families. Data from 2000 and 2003 show very similar patterns in terms of the number of days spent away from their homeport. In 2000, 52 percent of enlisted and 58 percent of officers reported being away from home 50 days or less. In 2003, 53 percent of enlisted and 58 percent of officers reported being away from their homeport 50 days or less.

Even though the average number of TEMPO days experienced by the majority of respondents was less than 50 days, responses to the NPS provided some indication that Sailors are feeling the impact of stress in their lives due to their time away from home. Somewhat less than half of Sailors (43% officers and 46% enlisted) indicated that their Navy career gets in the way of their ability to have a personal life, similar to responses on the 2000 NPS. Additionally, 29 percent of officers and 35 percent of enlisted Sailors indicated that they have difficulty juggling the demands of their family or personal life with their Navy career, again similar to findings from the 2000 NPS. Overall, a majority agrees that the Navy causes a significant amount of separation from family or other important people (See Figure 10). These numbers were slightly better in 2000, when, overall, 51 percent indicated they were dissatisfied with the amount of family separation.
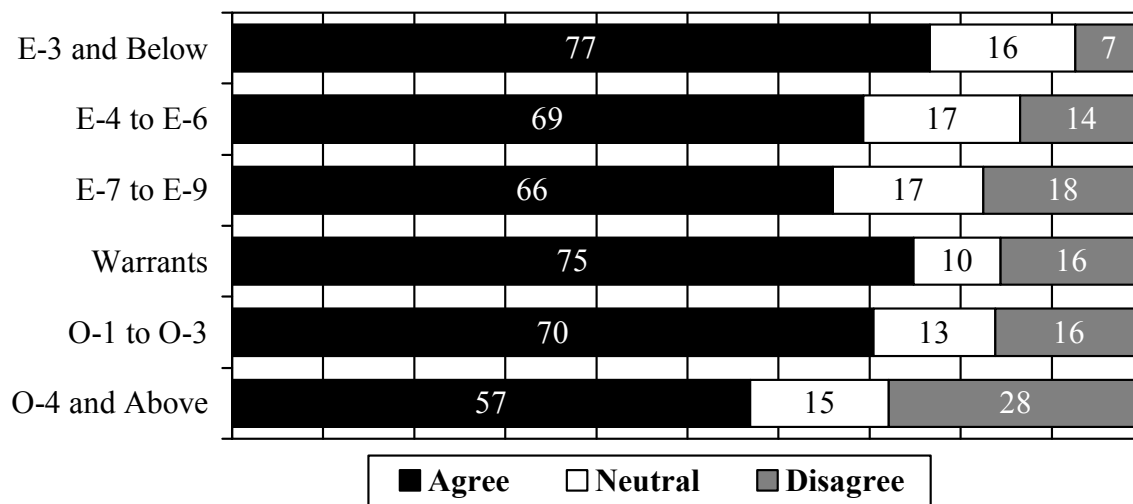
Figure 10. Percentage of Sailors who agree or disagree that the Navy causes a significant amount of separation from family or other important people.

Access to and Support of Off-duty Education

The Navy offers many programs, which provide or support off-duty education for officers and enlisted Sailors. These offerings include the Navy College Program, the Montgomery G.I. Bill, Navy War College, Naval Postgraduate School, and others. The focus of these programs is to encourage officers and enlisted Sailors to pursue college or graduate education. One of the prime motivating factors behind these efforts is the idea that by allowing for and encouraging off-duty education the Navy will develop Sailors who are better educated and trained, and more able to perform their Navy mission.

The survey results found a high degree of interest by Sailors in working towards earning advanced degrees. Overall, 87 percent of Sailors report being interested in pursuing some type of formal education. Fifty-two percent of enlisted Sailors indicated that they are interested in earning a college degree. Sixty-eight percent of officers and 19 percent of enlisted are interested in earning a graduate degree at some point during their active-duty service. This difference in educational interest is not surprising since most enlisted enter the Navy without a college degree, while most officers enter with a college and/or graduate degree.

Most indicate that there is adequate opportunity for off-duty education; with 61 percent of officers and 60 percent of enlisted reporting they have adequate access to college and/or graduate education at their command (See Figure 11). This represents a decrease from 2000, when 77 percent of officers and 72 percent of enlisted reported the same. The majority believes working towards or completing a degree will enhance their career and chance of promotion (71% of officers and enlisted) and approximately half report their supervisor is supportive of their efforts to work towards a degree (51% officer and 58% enlisted). However, only 34 percent of officers and 40 percent of enlisted report having time in their current assignment to work towards a college or graduate degree, which is almost identical to the findings from the 2000 NPS. Indeed, only 19 percent of officers and 33 percent of enlisted report that they are currently in school

pursuing either a college or graduate degree. Again, these findings are similar to the 2000 NPS, where 21 percent of officers and 32 percent of enlisted reported currently being in school. Additionally, 41 percent of officers and 51 percent of enlisted Sailors indicate that access to college and graduate education has increased their commitment to stay in the Navy. It is significant that so many Sailors indicated that access to education alone is having a positive impact on their Navy career.
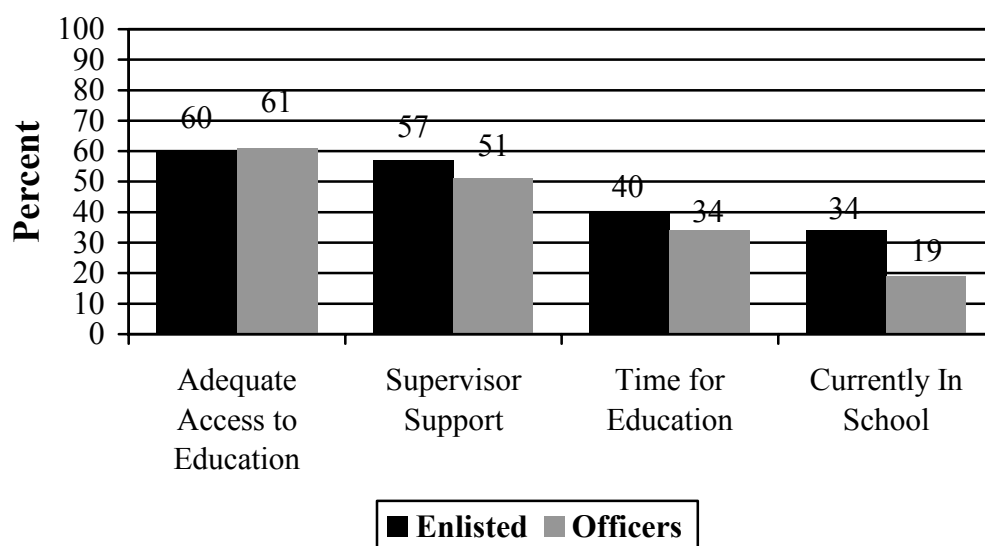

Figure 11. Percentage of Sailors who agree or strongly agree with the following education benchmarks.

Training

The Navy provides much training to its workforce including career training, specialized skill training, military technical and leadership training, and general military training that includes core values, drug/alcohol awareness, sexual harassment training, etc. The Navy has established the Task Force for Excellence through Commitment to Education and Learning (EXCEL) to serve as the catalyst for the Navy's Revolution in Training (www.npdc.navy.mil). The goal of this revolution is to integrate and standardize training development and delivery for all Sailors.

On the NPS, nearly half of Sailors were satisfied with the access they have to a number of different types of training. Forty-six percent of Sailors report that they have access to military technical training, and 43 percent of officers and enlisted report having access to training to upgrade rating/specialty skills and qualifications.

When asked about the amount and appropriateness of Navy training received, the majority of Sailors (54%) report that their Navy training has prepared them well to do their current job, similar to findings from the 2000 NPS, where 52 percent of Sailors reported the same. Forty-five percent of officers and 48 percent of enlisted are satisfied with their access to operational training.

Hours Worked

As in 2000, Sailors were asked how much time they were required to work in a typical week during the past 12 months; a large majority (92% officers and 88% enlisted) reported working more than 40 hours. While there were some small variations in time worked between officers and enlisted Sailors, the only major differences were that a larger percentage of officers (31%) reported working between 51 and 60 hours/week than enlisted (22%), and a larger percentage of enlisted (11%) reported working 80 or more hours a week than officers (8%). However, the amount of time Sailors worked during a typical workweek appears to be directly related to the type of duty or billet they are currently serving in. Sailors assigned to shore duty reported that they tended to work 41–50 hours while those on sea duty reported 51–60 hours of work on average during the past year, which replicate findings from the 2000 NPS. The more typical work hours (i.e., 41–50 hours) also appeared to be consistent with the typical work schedule of Sailors on "other" types of duty, such as duty under instruction, neutral duty, etc. The reported average workweek by Sailors can be seen in Figure 12.
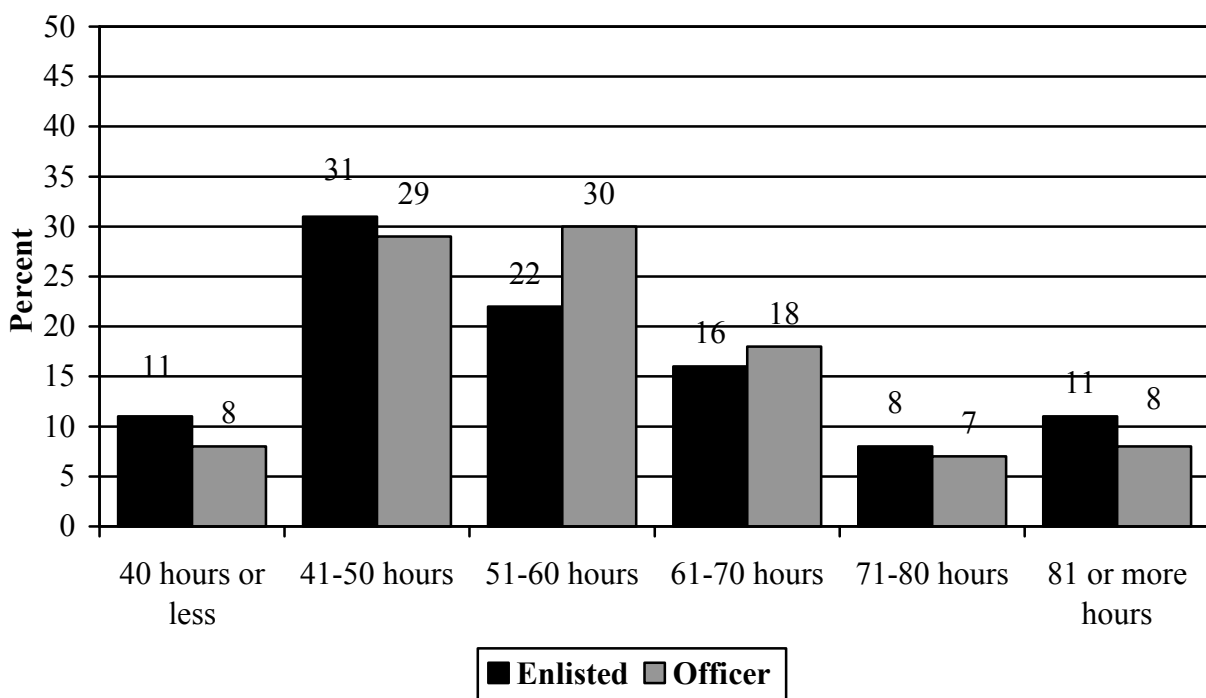
Figure 12. Number of hours worked during a typical week in the past 12 months.

Sailors reported that most common reasons why they worked more than usual included things such as high workload (14%), mission preparation/training/maintenance (10%), and command or unit was on deployment (9%). Table 25 presents a breakdown by enlisted and officer of the reasons reported by Sailors why they worked more than usual in the past 12 months. Table 26 presents this data by type of duty: Sea duty, shore duty, and other. There were differences in the reasons why Sailors had to work more than normal between sea and shore duty assignments. For those on sea duty, they reported that deployment; mission preparation, training or maintenance, and high workload were the main factors leading to a long workweek. For those on shore duty, they reported that the reason they worked long workweeks was due to high workload, insufficient manning, and being tasked with additional duties.

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Table 25
Reasons why Sailors worked more than usual during the past 12 months by group

	Percent	
	Enlisted	**Officers**
Command or unit was on deployment	10	7
Command or unit was partially deployed/TAD/TDY/other	4	5
Demanding supervisor	6	4
Equipment failure or repairs	6	4
High workload	13	21
Inspections and inspection preparation	9	8
Insufficient manning	9	9
Mission critical requirements	8	12
Mission preparation, training, or maintenance	10	10
Others were not carrying their workload	4	2
Poor planning or lack of planning	7	3
Tasked with additional duties	9	11
Other	3	2

Table 26
Reasons why Sailors worked more than usual during the past 12 months by type of duty

	Percent		
	Sea Duty	**Shore Duty**	**Other**
Command or unit was on deployment	14	3	4
Command or unit was partially deployed/TAD/TDY/other	5	3	4
Demanding supervisor	6	3	6
Equipment failure or repairs	7	5	4
High workload	11	18	15
Inspections and inspection preparation	10	7	7
Insufficient manning	7	12	10
Mission critical requirements	8	10	9
Mission preparation, training, or maintenance	11	9	7
Others were not carrying their workload	4	3	5
Poor planning or lack of planning	7	5	7
Tasked with additional duties	7	12	8
Other	2	4	7

Resources

Resources from people to parts are necessary to successfully operate the Navy. They are also important facets of quality of work life. Sailors were asked about the availability of resources and the impact that these resources have on the ability to successfully execute their mission. Over half of Sailors report that their command has enough qualified personnel (60%), adequate tools (62%), and sufficient Navy support (72%) to successfully execute their mission (See Figure 14). Although only 47 percent of Sailors believe their command has enough spare parts and supplies to successfully meet their mission requirements, this number has increased 10 percentage points from the NPS 2000. Fewer Sailors on sea duty (40%) than shore duty (55%) reported having enough spare parts and supplies.
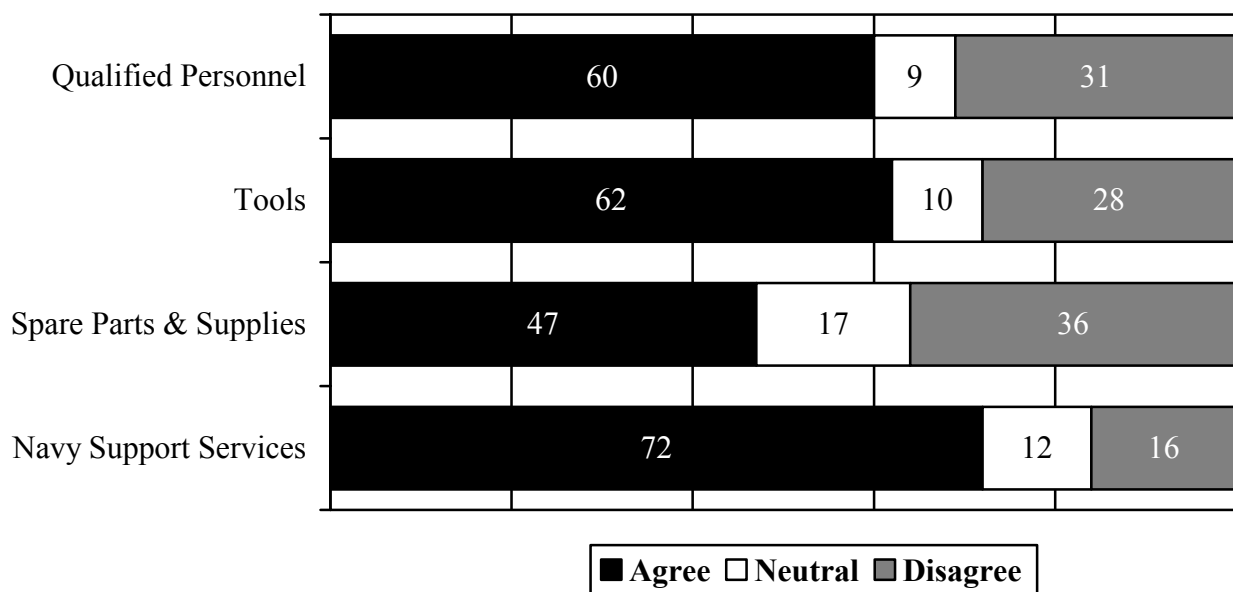
	Agree	Neutral	Disagree
Qualified Personnel	60	9	31
Tools	62	10	28
Spare Parts & Supplies	47	17	36
Navy Support Services	72	12	16

■ Agree □ Neutral ■ Disagree

Figure 13. Percentage of Sailors who agree or disagree that they have enough of the above resources to successfully execute their mission.

Internet Access and Use

Access to the Internet/World Wide Web has increased steadily since the NPS began tracking Internet use and access in 1997. Currently, 96 percent of officers and 88 percent of enlisted Sailors report that they have some type of Internet access at their worksite. Figure 14 shows the increase in Internet access that has occurred during the past years. However, while many report that they have access to the Internet at their job, one out of five Sailors (20%) report that their Internet access is not adequate to do their Navy job. This appears to especially present a problem when Sailors are deployed and have limited or intermittent access on ships unless they are in port. The fact that approximately twice as many Sailors on sea duty (12%) as Sailors on shore duty (6%) have no access to the Internet at their Navy job is evidence of this discrepancy.
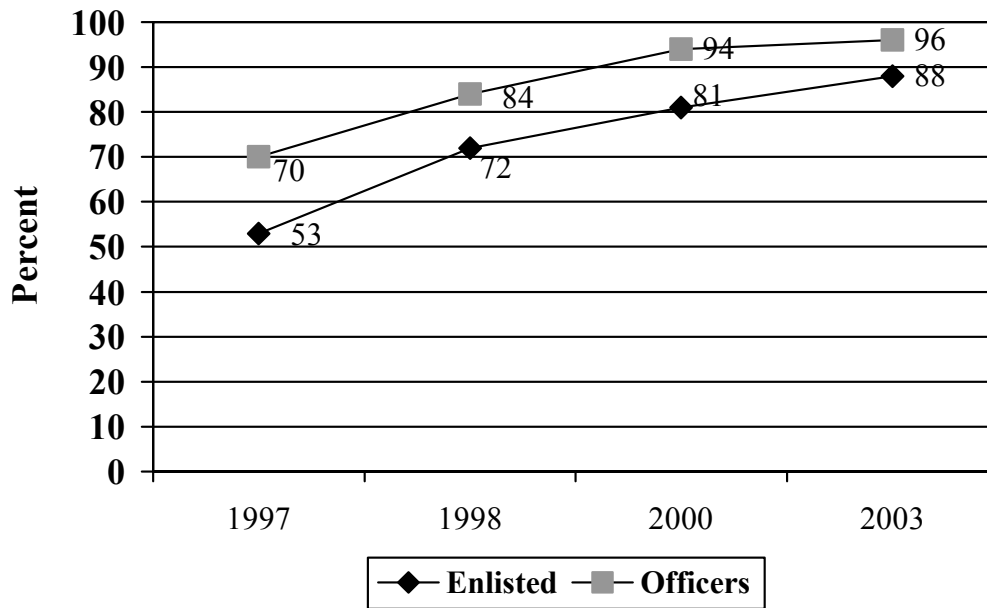
Figure 14. Percentage of Sailors who currently have access to the Internet at their Navy job.[3]

Of those with Internet access, the large majority of Sailors (80%) report that their access is adequate for them to do their job. Overall, this number has decreased somewhat since the 2000 NPS (86%). Sailors assigned to shore duty (90%) are more likely to indicate that their Internet access is adequate to do their job than those assigned to sea duty (69%). In 2000, Sailors assigned to shore duty (94%) were also more likely to report that their Internet access was adequate to do their job than those assigned to sea duty (78%). Though this percentage of Sailors has remained relatively stable for those assigned to shore duty, it has decreased since 2000 for Sailors assigned to sea duty. These differences may be due to the increased requirements for Internet/computer access for Navy jobs at sea. Of those who have access, most Sailors (56%) report that they use the Internet at least once a day to check emails or browse the World Wide Web.

Working Conditions

Navy Sailors work in a variety of environments ranging from office buildings to forward deployed ships at sea. Thus, it is not surprising that Sailors vary widely in how they assess the different characteristics of their Navy jobs. On the 2003 NPS, 73 percent of officers and 66 percent of enlisted Sailors report that they are satisfied with the physical conditions of their worksite (See Table 27), which represents an increase from the 2000 NPS when 64 percent of officers and 60 percent of enlisted reported the same. Similarly, a high percentage of Sailors report satisfaction with job security (78%), responsibility on the job (75%), freedom to do their job (70%), challenge on the job (70%), feeling of accomplishment from their job (64%), and flexibility of command in dealing with personal issues (63%). Although more than half of Sailors

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[3] The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

are satisfied with their opportunities for personal growth on the job (57%), only 43 percent of Sailors were satisfied with their supply of parts and equipment. Generally, officers indicate greater satisfaction with their Navy working conditions than enlisted Sailors. Further, in comparison to the 2000 NPS, there was an increase for both enlisted and officers in percent satisfied in 2003 ("The flexibility of command in dealing with family/personal issues" and "The amount of freedom given to do the job" where not asked on the 2000 NPS). The average increase in satisfaction with working conditions was 8 percentage points for enlisted and 6 percentage points for officers.

Table 27
Percentage of Sailors who indicated that they were satisfied or very satisfied with each of the following characteristics of their Navy Job

	Percent	
	Enlisted	**Officers**
Job security	77	87
The amount of responsibility on the job	73	84
The amount of freedom given to do the job	68	81
The amount of challenge on the job	68	80
The physical working conditions of the job	66	73
The feeling of accomplishment from the job	63	72
The flexibility of command in dealing with family/personal issues	60	80
The opportunities for personal growth on the job	55	70
Availability of parts/supplies	42	44

Relationships with Peers/Co-workers

Among the important factors in building and maintaining satisfaction with work is the development of good working relationships with others and respecting their skills and abilities. Most Sailors responding to the 2003 NPS said they were satisfied with the ability of their peers/co-workers (85% officer and 64% enlisted), a 10 percentage point increase for both officers and enlisted since 2000. Likewise, most Sailors also indicated satisfaction with respect and fair treatment received from peers/co-workers on a regular basis (88% officer and 60% enlisted). Officers and enlisted differed when it came to other factors, with the large majority of officers being satisfied with the commitment to quality (honest and ethical behavior, and quality of communication from their peers/co-workers, while approximately half of the enlisted reported that same satisfaction (See Table 28).

Table 28
Percentage of Sailors who indicated that they were satisfied or very satisfied with each of the following characteristics of peers/co-workers

	Percent	
	Enlisted	**Officers**
Ability of my co-workers and shipmates	64	85
Commitment to quality demonstrated by co-workers and shipmates	51	78
Honest and ethical manner in which my co-workers and shipmates conduct themselves	52	81
Quality of communication between my co-workers and shipmates	50	70
Respect and fair treatment from my co-workers and shipmates	60	88
Overall quality of co-workers and shipmates	57	83

Gender Integration

Since the changes in the combat exclusion regulations a decade ago, the Navy has become a more gender-integrated force with greater numbers of women being assigned to ships. The NPS has tracked gender integration issues on its past administrations. In previous years, Sailors have generally expressed opinions in support of women in combat situations and in their ability to perform well under these conditions. When asked on the 1994 NPS (Kantor, Ford, Wilcove, & Gyll, 1995a; Kantor, Ford, Wilcove, & Gyll, 1995b; Wilcove, 1996), 67 percent of officers and 62 percent of enlisted Sailors indicated that they believed that women had the ability to successfully carry out their military duties and perform in combat situations. As shown in Figure 16 below, the percentage of Sailors with a positive assessment of women's abilities to perform in combat situations increased throughout the mid-1990s, but then dropped perhaps associated with a large increase in assignments of women to combatant ships, before increasing again on the most recent surveys. In 2003, the majority of Sailors (78% officers and 70% enlisted) agreed that women can successfully carry out their duties and perform in combat situations. The 2003 survey found the largest relative increase in the percentage of Sailors supportive of women in combat in the last eight years with the results for this item being at historical highs (See Figure 15).
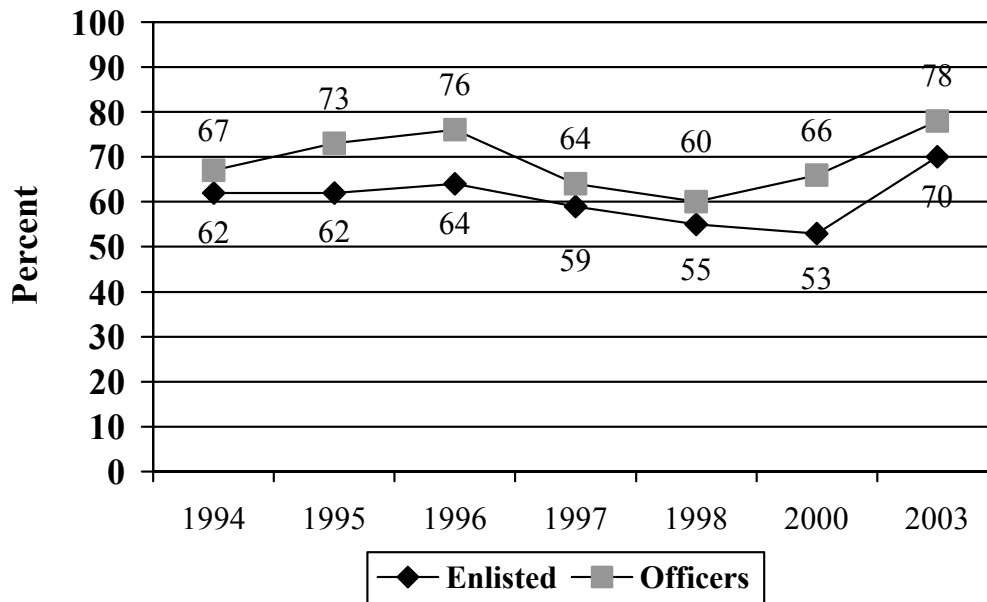
Figure 15. Percentage of Sailors who agree or strongly agree with the following statement: "Women have the ability to successfully carry out the duties of their combatant roles."[4]

As with past surveys, a higher percentage of officers (vs. enlisted) and males (vs. females) believe that their leadership is supportive of gender integration. Agreement with this statement for officers, enlisted, males, and females has increased at least ten percentage points since 2000. While fewer female Sailors believe leadership is supportive of gender integration, female Sailors were more likely to report that women are being successfully integrated into combatant ships and aviation squadrons than male Sailors were. Also, the majority of Sailors (67%) have served in integrated deployable commands, an increase from 61 percent who had on the 2000 NPS (See Tables 29 and 30).

Table 29
Percentage of Sailors by group who indicated that they agree or strongly agree with each of the following statements regarding gender integration

	Percent	
	Enlisted	**Officers**
Leadership in my organization is supportive of gender integration	74	89
Women are being successfully integrated into combatant ships and aviation squadrons	67	70
I have been assigned to a gender integrated deployable command	66	70

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[4] The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

Table 30
Percentage of Sailors by gender who indicated that they agree or strongly agree
with each of the following statements regarding gender integration

	Percent	
	Males	**Females**
Leadership in my organization is supportive of gender integration	77	73
Women are being successfully integrated into combatant ships and aviation squadrons	67	71
I have been assigned to a gender integrated deployable command	67	63

Leadership Satisfaction

The 2003 NPS included a number of questions regarding Sailor satisfaction with various aspects of leadership in the Navy. As in the past, more officers than enlisted Sailors are satisfied with their immediate supervisor (81% officer and 66% enlisted) than with command leadership (75% officer and 57% enlisted) overall. The same pattern holds for support and guidance provided by both immediate supervisors (73% officers and 62% enlisted) and command leadership (69% officers and 58% enlisted). Although satisfaction with leadership is lower for command leadership (60%) than for immediate supervisors (68%), a majority of Sailors feel that their command leader has adequate training and expertise to do their job (82%).

Respondents also completed questions that asked them to rate their satisfaction with leadership on four components and then provide an overall assessment of the quality of leadership. The components rated were training/expertise, decision-making, subordinate relationships, fair/ethical behavior, and overall satisfaction with the quality of leadership. Satisfaction with leadership ratings were obtained for both immediate supervisors and command leadership.

Most officers and enlisted Sailors were satisfied with the leadership provided by their immediate supervisors (See Figures 16 and 17). A large majority indicated that they agreed that their immediate supervisors had adequate training and expertise to do their jobs (89% officers and 79% enlisted), that they make good decisions (81% officers and 64% enlisted); deal well with subordinates (76% officers and 65% enlisted), and are fair/ethical in their behavior (85% officers and 68% enlisted). Both officers (81%) and enlisted Sailors (66%) indicated their satisfaction with the quality of leadership demonstrated by their immediate supervisors.
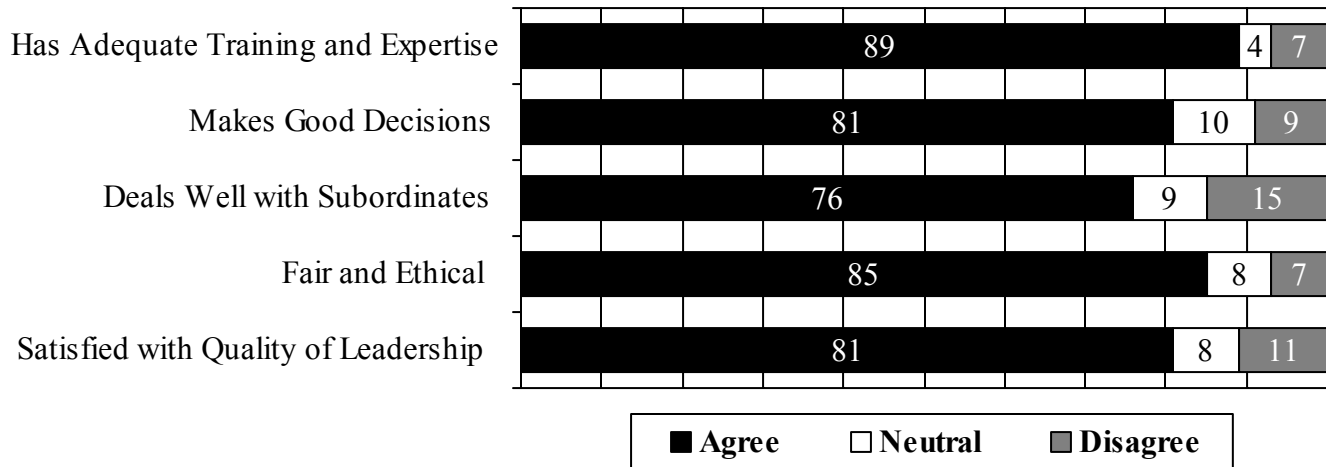
Figure 16. Officers' ratings of satisfaction with their immediate supervisor.
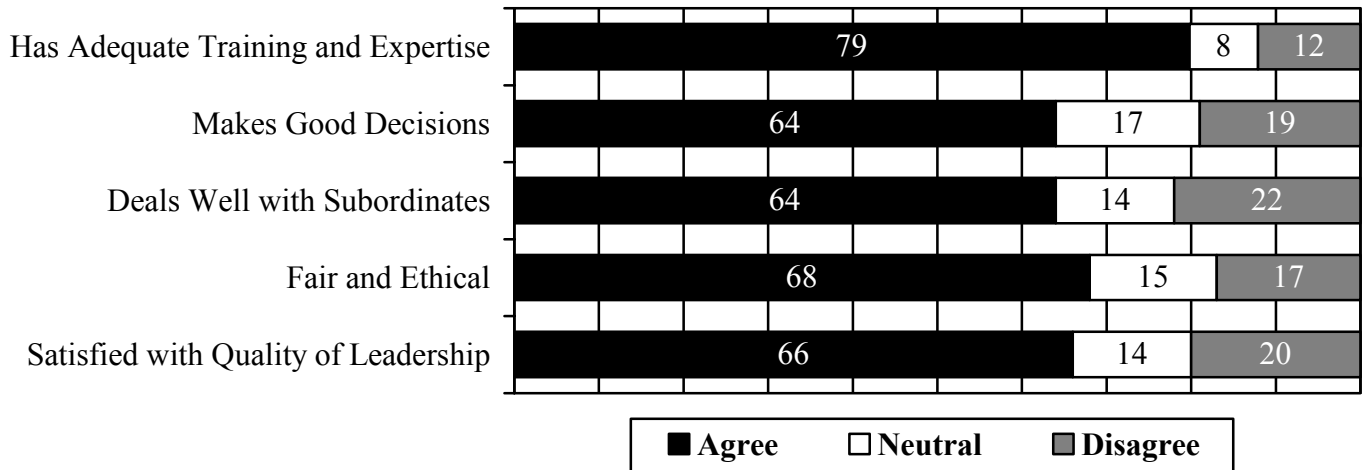

Figure 17. Enlisted ratings of satisfaction with their immediate supervisor.

As in 2000, fewer Sailors were satisfied with command leadership than they were with their immediate supervisors (Figures 18 and 19). This was particularly the case for enlisted Sailors who typically gave ratings that were approximately 5 to 10 percentage points lower than those of the officers. Differences between officers and enlisted in ratings of leadership found in other areas were also obtained for satisfaction with command leadership. While 75 percent of officers agreed that their command leadership makes good decisions, only 54 percent of enlisted Sailors agreed. When asked how their command leadership treats others, a higher percentage of officers than enlisted Sailors indicated that they deal well with subordinates (74% officers and 56% enlisted) and are fair/ethical in their behavior (83% officers and 61% enlisted).
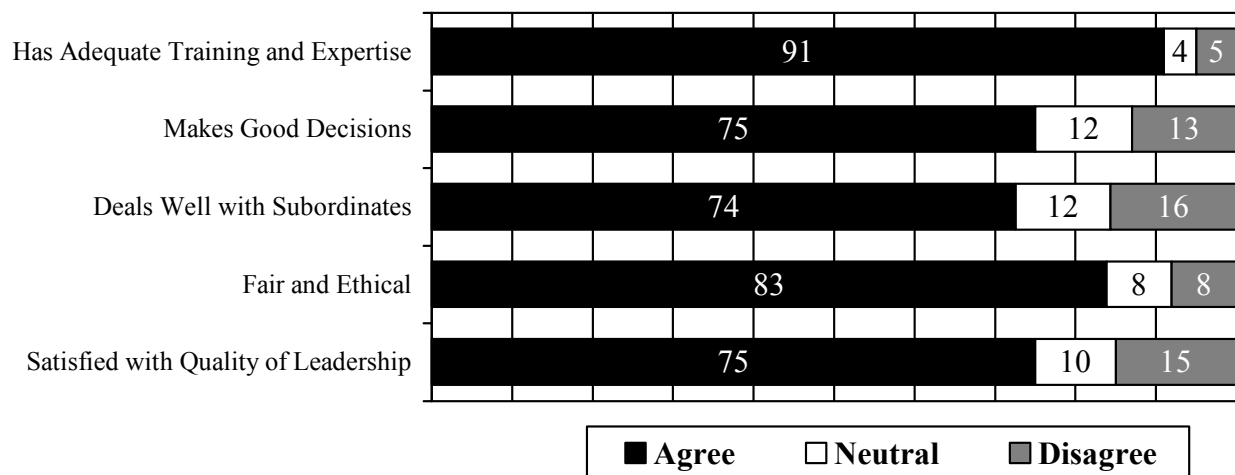
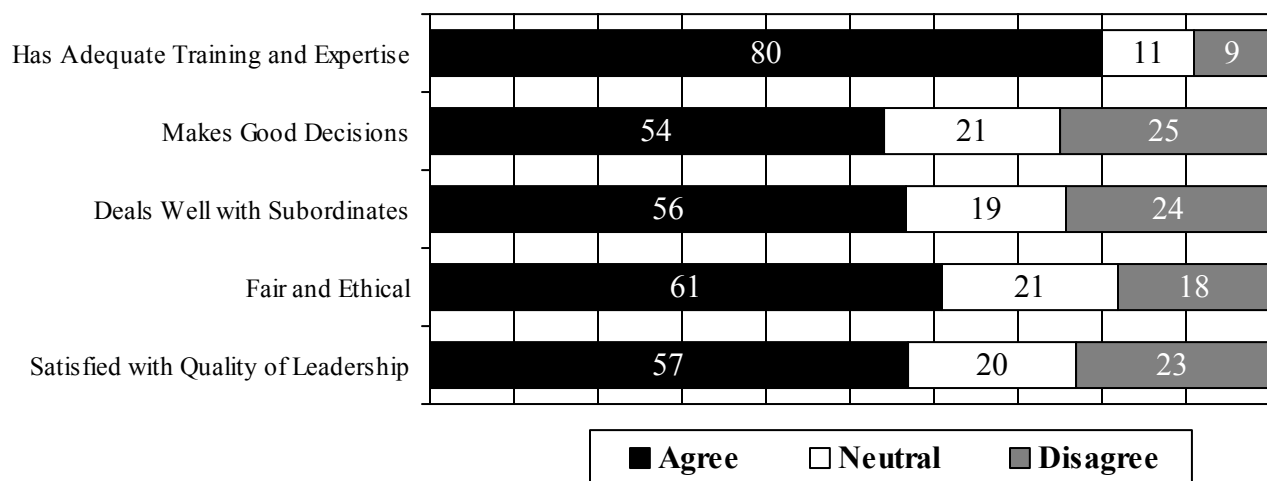**Figure 18. Officers' ratings of satisfaction with their command leadership.**

Figure 19. Enlisted ratings of satisfaction with their command leadership.

A large majority of officers (75%) and over half of enlisted Sailors (57%) indicated they were satisfied with the quality of leadership demonstrated by their command leadership. This continues a trend that has been increasing since 1998 and reflects a sizable increase from the last administration of the NPS in 2000 (Figure 20).
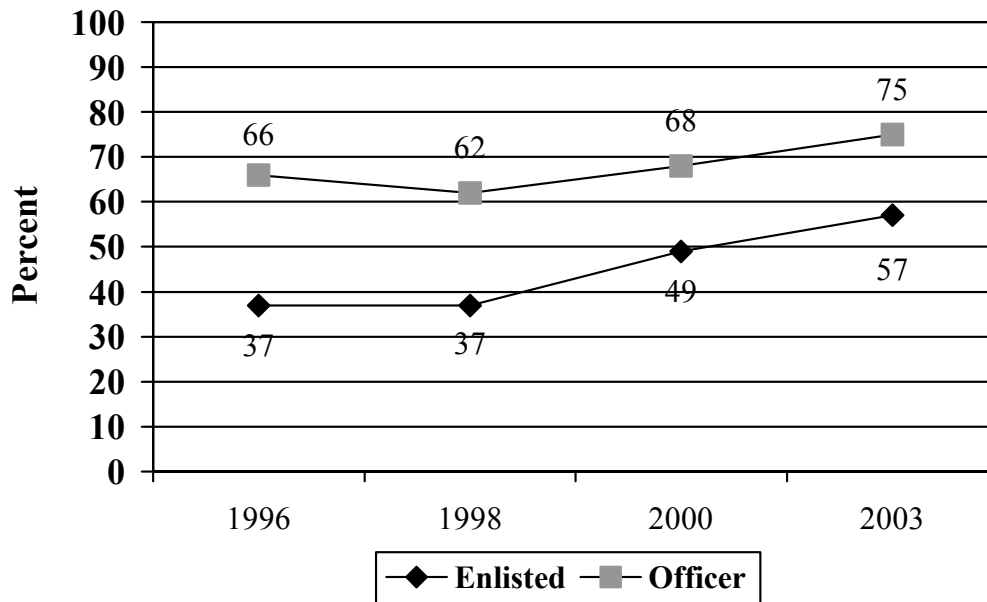
Figure 20. Percentage of Sailors who are satisfied or very satisfied with their command leadership.[5]

Career Development

The Navy is interested in supporting the career development of Sailors. The Navy's goals include developing a more skilled workforce, improvement of job satisfaction and retention among the best Sailors, and preparing Sailors for a successful eventual transition into the civilian workforce. The Navy is currently developing automated tools to assist in career management and career development. The most notable is Sea Warrior, a web-based career management tool. Its goal is to pull together in a common portal all the information a Sailor needs to make informed career choices such as skills needed to advance and recommended billet-types for next assignments.

There are also a variety of programs and procedures used to track and encourage Sailor career development. Some, such as the fitness reports (FITREPs) and evaluation reports (EVALs), are methods of assessing Sailor performance and achievement leading to promotion/advancement recommendations. The Navy provides feedback to Sailors on their performance and achievement by way of EVALs for junior enlisted (E-1 to E-3) and petty officers (E-4 to E-6). The FITREP is used for the same purpose with senior enlisted (E-7 to E-9), warrant officers, and commissioned officers. On the 2003 NPS, Sailors indicated that the current EVAL/FITREP system appears to be working as designed (See Table 31). Most Sailors report that their last EVAL/FITREP was fair and accurate (80% officers and 64% enlisted), conducted in a timely manner (85% officers and 69% enlisted), allowed for their own input (93% officers and 73% enlisted), and recognized their accomplishments (74% officers and 51% enlisted). While a majority of officers (56%) indicated that they had been recognized with appropriate awards for their performance, just over a third of enlisted (37%) agreed.

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[5] The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

Table 31
Percentage of Sailors who indicated they agree or strongly agree with each of the following statements regarding EVALS/FITREPS

	Percent	
	Enlisted	**Officers**
My last EVAL/FITREP was fair and accurate	64	80
My last EVAL/FITREP was conducted in a timely manner	69	85
I was able to submit my own input at my last EVAL/FITREP	73	93
I feel that I have been adequately recognized for my accomplishments on my EVALs/FITREPs	51	74
I feel that I have been adequately recognized for my accomplishments with appropriate awards	37	56

Sailors were also asked how well the current EVAL/FITREP process matches their own expectations for accuracy. Figure 21 indicates that less than half of the respondents (45% officers and 29% enlisted) believed that the most qualified and deserving Sailors rank high on their EVALs/FITREPs. The lowest levels of satisfaction were between junior enlisted (E-1 and E-3) and petty officers (E-4 to E-6).

Overall, these data are very similar to data from the 2000 NPS. The only area showing notable improvement is enlisted Sailors agreement with "My last EVAL/FITREP was fair and accurate" (58 percent agreed in 2000 and 64 percent agreed in 2003). The other comparisons differed by less than five percentage points.
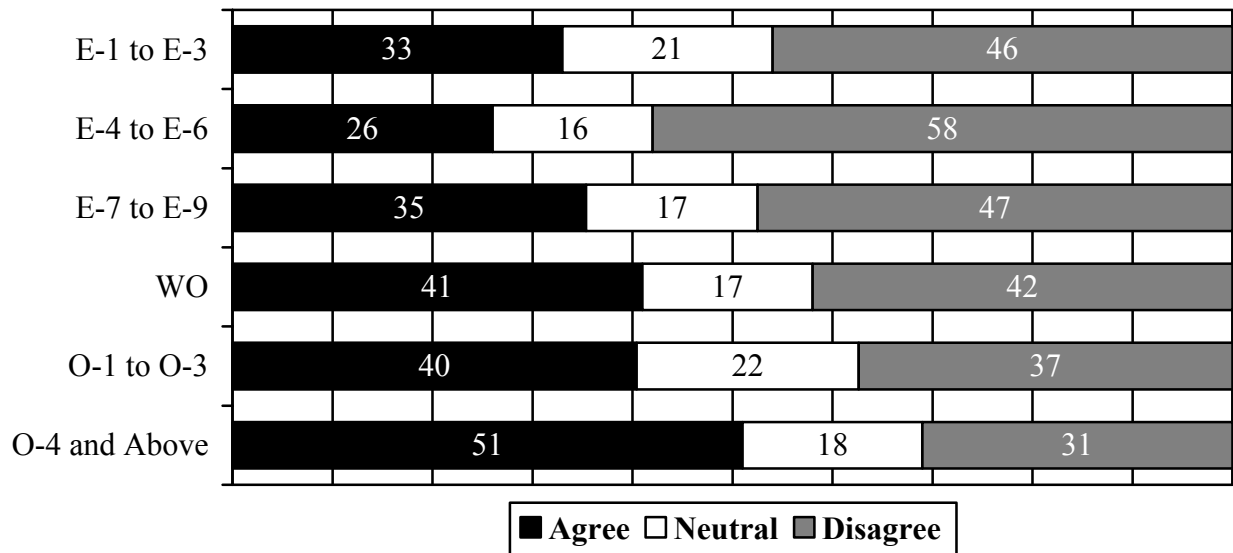

Figure 21. Percentage of Sailors who agree or disagree with the following statement: "The most qualified and deserving sailors rank high on their EVALS/FITREPS."

Additionally, the Navy provides other informal mechanisms to further encourage Sailor career development. These include mid-year career counseling, as well as providing command career counselors, detailers, and others who can provide information that may be helpful to Sailors. The 2003 results indicate that while the formal parts (i.e., EVALs/FITREPs) of the Navy career development process appear to be working well, this is less the case for the more informal mechanisms. While just over half of officers (54%) report that they have been given proper career development and guidance by their immediate supervisor, less than half of enlisted (43%) feel the same (See Table 32). While nearly two-thirds of officers (62%) indicated that their command leadership plays an active role in the professional development of junior enlisted, less than half of enlisted Sailors agreed (44%) with this item. The same general pattern holds with regard to command leadership and junior officers (34% officers and 57% enlisted). As above, data from the 2003 NPS showed improvement over the 2000 NPS for all three items. The average improvement for enlisted was 6 percentage points and for officers, 9 percentage points.

Table 32
Percentage of Sailors who indicated that they agree or strongly agree with each of the following statements regarding career development

	Percent	
	Enlisted	**Officers**
I have received adequate career counseling from my immediate supervisor	43	54
My command leadership plays an active role in the development of junior enlisted	44	62
My command leadership plays an active role in the development of junior officers	34	57

Sailors were also asked about the career path they chose to pursue. The large majority of respondents (79% officers and 63% enlisted) believed that they had a clearly defined career path for their designator, rating, or community (See Table 33). In addition, most (82% officers and 63% enlisted) indicated they had made sufficient progress in their advancement/career development for their designator, rating, or community. Furthermore, the majority of Sailors (86% officers and 70% enlisted) were able to attain the designator, rating, or community of their choice.

Table 33
Percentage of Sailors who indicated that they agree or strongly agree with each of the following statements regarding their career path
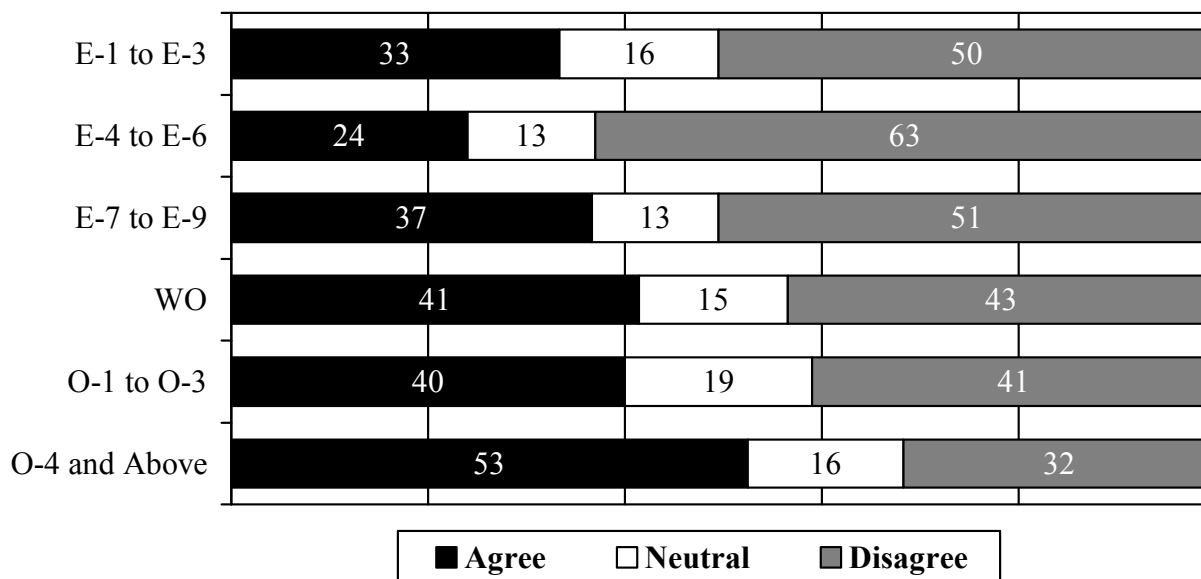
	Percent	
	Enlisted	**Officers**
I was able to get the Navy designator, rating, or community of my choice	70	86
I have a clearly defined career path for my designator, rating, or community	63	79
I have made sufficient progress in my advancement for my designator, rating, or community	63	82

Since the results for career development were mixed, it might be expected the results for satisfaction with advancement and promotion would be mixed as well. The results matched these expectations. While most Sailors (81%) report that they understand the Navy advancement system, a little over half of officers (57%) and a third of enlisted (34%) reported that they are satisfied with it (See Table 34). In contrast, the majority of Sailors (82% officers and 67% enlisted) believed their last promotion recommendation was fair and accurate and most believe (62% officers and 67% enlisted) that they will be advanced or promoted within their current term of service. These results are consistent with findings from the 2000 NPS. The Navy is currently developing new performance assessment methodologies and measures to further refine and improve performance assessment. Future administrations of the NPS will assess reactions to the Navy's new counseling and performance evaluation systems.

Table 34
Percentage of Sailors who indicated that they agree or strongly agree with each of the following statements regarding career advancement

	Percent	
	Enlisted	**Officers**
I have a clear understanding of the present Navy advancement system	80	88
I am satisfied with the present Navy advancement system	34	57
I believe the most qualified and deserving Sailors get advanced/promoted	27	46
I expect to be advanced within my current term of service	67	62

Sailors were also asked if they believed that those who deserved to be promoted actually are. A sizeable percentage of enlisted Sailors, especially petty officers (E-4 to E-6), disagreed with the statement "the most qualified and deserving Sailors get promoted." (See Figure 22). As with previous findings in this area, while Sailors feel they have been treated fairly in their own promotion recommendations, they do not believe that others who are deserving of promotion are currently getting promoted within the Navy. It might be that Sailors, while believing their promotion recommendation was fair, are more likely to remember the relatively few individuals for whom they did not agree with the promotion recommendation, than for the many for whom they did agree.

E-1 to E-3	33	16	50	
E-4 to E-6	24	13	63	
E-7 to E-9	37	13	51	
WO	41	15	43	
O-1 to O-3	40	19	41	
O-4 and Above	53	16	32	

■ **Agree** □ **Neutral** ■ **Disagree**

Figure 22. Percentage of Sailors who agree or disagree with the following statement: "The most qualified and deserving Sailors get promoted."

Morale

Morale is a key indicator often mentioned by leaders as important to the effective functioning of the Navy. When asked to rate the current state of morale at their command, 32 percent of Sailors indicated that morale was low, 41 percent of respondents indicated that morale was medium, and 28 percent indicated that morale was high (see Figure 23). Compared to the 2000 NPS, there has been an increase in Sailors reporting high morale and a decrease in Sailors reporting medium and low morale (see Figure 24).
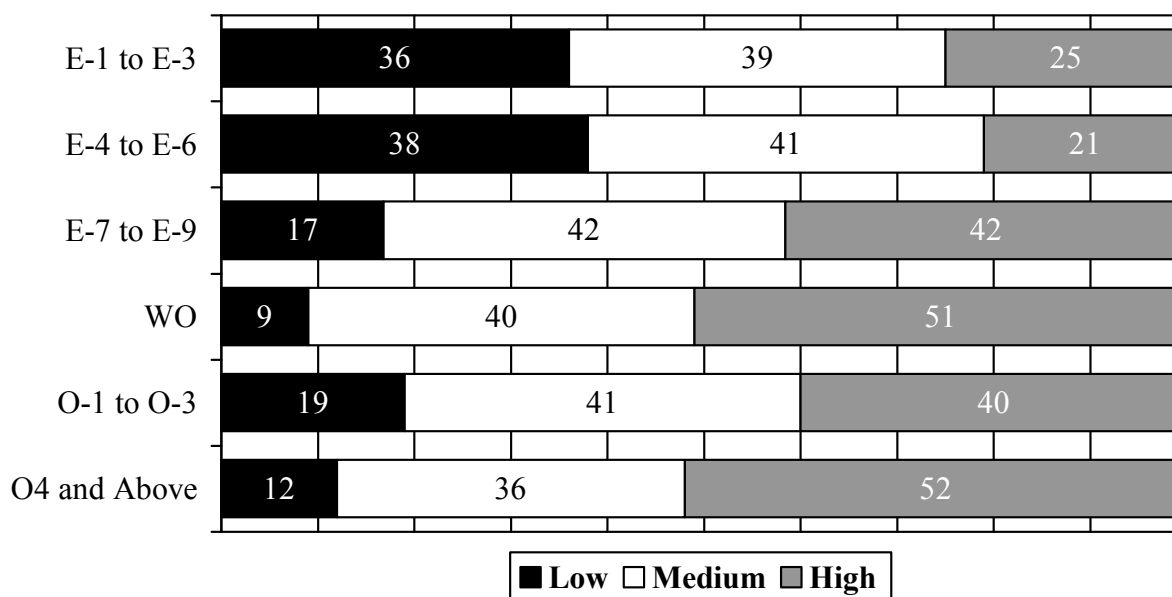
E-1 to E-3	36	39	25
E-4 to E-6	38	41	21
E-7 to E-9	17	42	42
WO	9	40	51
O-1 to O-3	19	41	40
O4 and Above	12	36	52

■ **Low** □ **Medium** ■ **High**

Figure 23. Sailor ratings of morale at present (or most recent) command by paygrade.
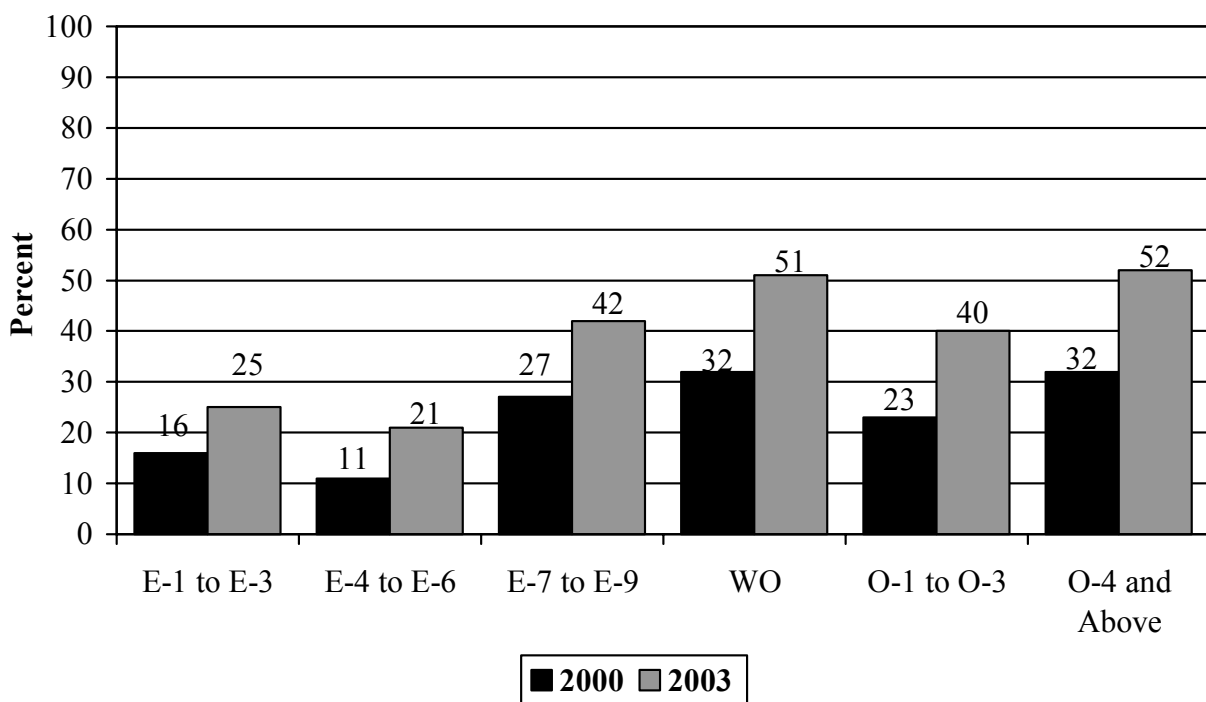
Figure 24. Percentage of Sailors reporting "High" command morale by paygrade from the 2000 NPS and the 2003 NPS.

Sailors indicated a number of different factors influence their current level of morale (see Table 35). The top five factors that respondents indicated had a positive influence on their morale were co-workers (61%), quality of education programs (59%), immediate supervisors (59%), advancement/promotion opportunities (56%), and Navy support services (55%). Also, about two-thirds of officers indicated that command leadership and shipmates had a positive impact on their morale.

Table 35
Top five (5) factors having a significant positive impact on morale

Enlisted	Officers
1. Quality of education programs	1. Co-workers/shipmates
2. Immediate supervisor	2. Immediate supervisor
3. Co-workers/shipmates	3. Command leadership
4. Navy support services (e.g., MWF, PSD, housing, etc.)	4. Quality of education programs
5. Advancement/promotion opportunities	5. Advancement/promotion opportunities

Sailors also identified which factors had a negative influence on morale (See Table 36). Officers and enlisted agreed on three of the top five factors that had a negative influence on their morale: workload (40%), unit/workgroup manning (39%), and TEMPO (36%). The top factors for enlisted Sailors differed in two areas: amount of time off (36%) and command leadership (35%), a factor that had a positive impact on morale for officers. For officers, pace of work (39%) and supply of spare parts and supplies (36%) also had a significant negative impact on their morale.

Table 36
Top five (5) factors having a significant negative impact on morale

Enlisted	Officers
1. Workload	1. Workload
2. Unit/workgroup manning	2. Unit/workgroup manning
3. TEMPO (e.g., time away from home for deployment, TAD, etc.)	3. Pace of work
4. Amount of time off (e.g., leave, liberty, other)	4. TEMPO (e.g., time away from home for deployment, TAD, etc.)
5. Command leadership	5. Supply of spare parts/supplies

Job Satisfaction

One of the major outcomes of providing good leadership, a positive work environment, satisfactory career development, and fair and equitable advancement/promotion opportunities should be high levels of job satisfaction. Historically, job satisfaction has been seen as a key factor in predicting both the satisfaction of the workforce and the likelihood of members to stay or leave active-duty service (Cranny, Cain-Smith, & Stone, 1992; Sanchez, Bray, Vincus & Bann, 2004; Vroom, 1982).

Overall, the majority of Sailors are currently satisfied with their Navy jobs. Figure 25 presents the results of the job satisfaction question by paygroup. It is clear that job satisfaction increases with rank and time in service. Those with the highest levels of job satisfaction currently hold higher paygrade ranks and have invested more time in their Navy careers.
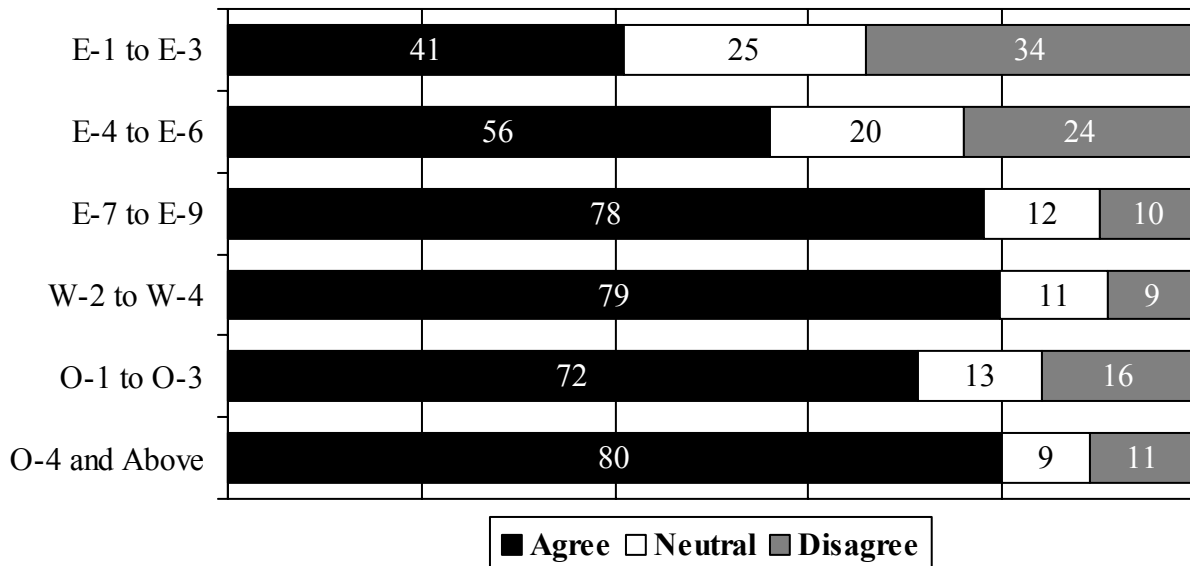

Figure 25. Percentage of Sailors who agree or disagree with the following statement: "Considering everything, I am satisfied with my job."

To evaluate the trend in job satisfaction across time, Figure 26 presents survey findings from 1990 to 2003. Reviewing Figure 26, it is clear that job satisfaction remained stable through most of the 1990s, typically not varying more than 3 to 5 percentage points. The year 2000 saw the greatest drop in job satisfaction for both officers (65%) and enlisted Sailors (47%). However, the most recent administration of the NPS in 2003 shows a jump of 8 and 10 percentage points in enlisted and officer ratings, respectively. This indicates that while job satisfaction was relatively stable for nearly a decade, it reached a low around the year 2000 and has reached historically high levels. This increase may be a result of impact of the attacks of September 11, 2001 on views of the military among its members. A similar increase in satisfaction with the Navy has also been found on other post 9/11 surveys such as the 2002 Navy QOL Survey (Wilcove, 2004) and the 2002 Navy Equal Opportunity/Sexual Harassment (NEOSH) Survey (Newell, Rosenfeld, & Braddock, 2004). Another interesting finding is the consistent delta between the job satisfaction ratings of officers and those of enlisted. Officers appear to be more satisfied with their Navy jobs than enlisted by an average of about 16 percentage points. These results are consistent with others in the survey that indicate a continuing disparity in the perceptions of work experiences of Navy officers and enlisted personnel.
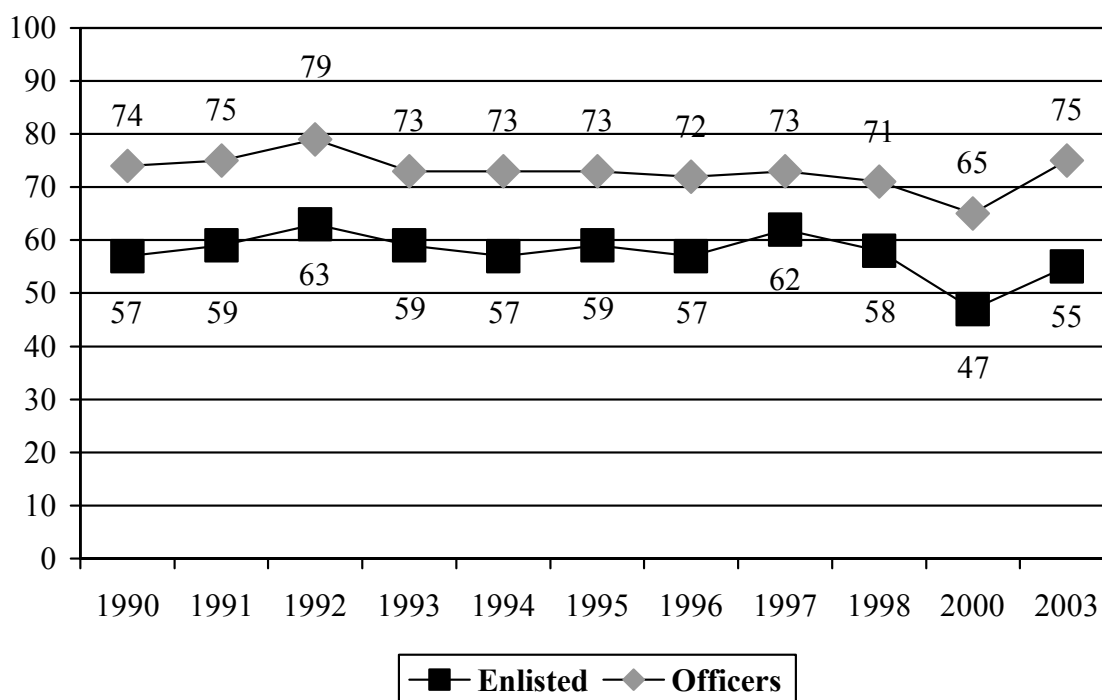

Figure 26. 1990–2003 Trend: percentage of Sailors who agree or disagree with the following statement: "Considering everything, I am satisfied with my job."[6]

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[6] The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

In addition to the overall measures of job satisfaction, respondents were also asked to indicate their satisfaction with various aspects of their job. These aspects range from feelings of accomplishment from the job to availability of parts and supplies to get the job done (See Table 37). For both officer and enlisted respondents, the aspects of Navy jobs that Sailors were most satisfied with included "job security," "the amount of responsibility I have at my job," "the amount of freedom given to do the job," and "the amount of challenge on the job." Other additional top aspects of work for officers and enlisted included the "the flexibility of command in dealing with family/personal issues," the "physical working conditions of my work site," and the "feeling of accomplishment I get from doing my job." As with other measures of quality of work life, officers were consistently more satisfied than were enlisted personnel. However, with the exception of availability of parts/supplies, the rating for both officers and enlisted were well above 50 percent satisfaction for all the other items. The finding of relative lack of satisfaction with the availability of parts/supplies has been found on other DoD surveys and appears to be an issue that is not unique to the Navy. While Navy satisfaction with availability of parts/supplies continued to be below 50 percent on the 2003 NPS, there was an increase from the 2000 survey when satisfaction with this item was 38 percent for enlisted and 35 percent for officers.

Table 37
Percentage of Sailors Indicating that the following factors have a significant positive impact on job satisfaction

	Percent	
	Enlisted	**Officers**
Job security	77	87
The amount of responsibility on the job	73	84
The amount of freedom given to do the job	68	81
The amount of challenge on the job	68	80
The physical working conditions of my work site	66	73
The feeling of accomplishment from the job	63	72
The flexibility of command in dealing with family/personal issues	60	80
The opportunities for personal growth on the job	55	70
Availability of parts/supplies	42	44

Retention Indicators

Because retention has long been seen as a key organizational outcome metric for the Navy, the NPS has been asking about the career retention intentions of Sailors since the survey began in 1990. In addition to asking about how likely it is that Sailors will reenlist or continue their Navy career, the NPS also asks about reasons why Sailors joined the Navy, their initial career plans, who will influence their next career decision, organizational commitment, and both short- and long-term career plans.

Reasons for Joining the Navy

The decision to join the Navy is likely to be influenced by many factors. In an attempt to capture the main factors, respondents were asked to choose the most important reasons (from a list of 19) why they chose to join the Navy. Frequencies were then calculated across all responses to this question to determine the most important factors that respondents indicated had influenced their decision to join the military (See Table 50). Four of the top five important reasons why Sailors said they had joined the Navy were the same for officers and enlisted Sailors, though the order in which they appear differs. Both officers and enlisted Sailors indicated that education benefits, a desire to serve the country, travel and new experiences, and personal growth were among the most important reasons they joined the Navy. Enlisted also indicated that training in skills useful for civilian employment was important, whereas officers indicated they joined for the challenging or interesting work. Table 38 presents the most important reasons officers and enlisted gave for joining the Navy.

Table 38
Top five (5) most important reasons why Sailors joined the Navy by group

Enlisted	Officers
1. Education benefits	1. Desire to serve country
2. Travel and new experiences	2. Challenging or interesting work
3. Personal growth	3. Travel and new experiences
4. Training in skills useful for civilian employment	4. Education benefits
5. Desire to serve country	5. Personal growth

Initial Career Plans

Another useful metric is the initial career plans of Sailors when they entered the Navy. To look at the question of initial intention, respondents were asked to indicate what their initial career plans were when they entered the Navy. While the relative endorsement of each of the options was somewhat different, the same pattern emerged for both officers and enlisted personnel (See Table 39). The most common answer from respondents (42% officers and 41% enlisted) was that they planned to stay in the Navy for the short-term (i.e., under 10 years) and then leave the Navy for other work. Similarly, a large number (37% officers and 40% enlisted) indicated they did not have specific plans when they joined the Navy. An additional fifth of respondents indicated that they planned to complete a full career (20 or more years) when they entered the Navy.

Table 39
Percentage of Sailors who reported the following about their initial career plans
when they joined the Navy

	Percent	
	Enlisted	**Officers**
I did not have any specific plans when I joined (e.g., wanted to see how well things went before making a decision)	40	37
Stay in the Navy for the short-term (i.e., under 10 years) and then leave the Navy for other work	41	42
Stay in the Navy until eligible fore retirement (i.e., 20 or more years)	19	21

Factors Influencing Sailor Career Decisions

In an effort to capture the range of factors that will impact a Sailors' next career decision respondents were asked to rank 18 items according to how those items will influence their decision to remain in the Navy. Percentage of endorsement was then calculated across all responses to determine the most important factors that respondents indicated will influence their next decision to stay or leave the Navy (See Table 40). Of the factors endorsed by respondents as contributing to a desire to stay, 9 of the top 10 factors were the same for both officers and enlisted Sailors, although the relative importance of each factor was different for each group. Across all respondents, the most important factors included "retirement benefits" and "location of the next duty station," among the top three reasons. Enlisted also included "advancement/promotion potential" as their third choice, whereas officers ranked "enjoyment of your Navy job" as the most important reason to stay. Sailors also indicated a number of other important factors that will influence their next career decision, however, the relative importance of each of these was different between officers and enlisted respondents. These factors included the "access to college or graduate programs," the "type of next duty assignment," "military healthcare," "family needs," and "military pay." Respondents also indicated one additional factor for each group that was important in considering whether or not they planned to continue in the Navy. For officers this factor was "special pays," while for enlisted respondents it was the "selective reenlistment bonus." Taken together, these responses indicate that Sailors appear to go through a process of weighing the alternatives between continuing with the Navy (including pay, benefits, location, duty type, advancement/promotion, etc.) and the opportunities of civilian life (including pay, education pursuits, job opportunities, family concerns, location, etc.).

Table 40
Top ten (10) most important factors that will influence Sailors' next career decision to stay

Enlisted	Officers
1. Location of your next duty assignment	1. Enjoyment of your Navy job
2. Retirement benefits	2. Retirement benefits
3. Advancement/promotion potential	3. Location of your next duty assignment
4. Access to college or graduate programs	4. Type of next duty assignment
5. Military healthcare	5. Advancement/promotion potential
6. Type of next duty assignment	6. Military healthcare
7. Enjoyment of your Navy job	7. Access to college or graduate programs
8. Family needs	8. Military pay
9. SRB or bonuses	9. Special pays
10. Military pay	10. Family needs

Another consideration of Sailors when considering their next career decision is the impact that other people have on their decision. This ranges from consideration of the opinions and influence of spouses (or significant others), children, other family members, peers, supervisors, and other leadership on their decision to stay in or leave the Navy. Navy policymakers have stressed the importance of marketing Navy careers to spouses, families, and others as a way of increasing the likelihood that Sailors will decide to stay in the Navy. The survey asked respondents to indicate how important each of these was to their career decisions. The results indicated very similar results for both officers and enlisted Sailors. Overall the majority of respondents (85% officers and 75% enlisted) indicated that spouses (or significant others) had the largest single influence on their decision to stay or leave the Navy, followed by children (71% officers and 73% enlisted; See Figure 27).

Other surveys have further explored the influence of spousal support for reenlistment. Data from the 2002 Navy Spouse Quality of Life survey indicated that the majority of spouses plan to encourage their spouse to reenlist and were very satisfied with the job security provided by the Navy (Newell, 2004). Further research using that survey data indicates that military life issues, such as satisfaction with healthcare, deployments, detailing, and feelings of belonging were a strong, positive influence on spousal support for reenlistment. Personal life issues, such as health, marriage, and relationship with children, showed a moderate negative impact on spousal support for reenlistment (Harris, 2004).

The 2003 NPS found that in addition to spouses (or significant others) and children, leadership, military peers, and parents appear to have an important influence on Sailors' career decisions (see Figure 27). Over half of officers (58%) and nearly half of enlisted (47%) reported that their command leadership will have a significant influence on their next career decision, while half of officers and 44 percent of enlisted indicate that their immediate supervisor will influence their next decision. Military peers have similar effects to immediate supervisors on decision to stay or leave the Navy (51% officers and 43% enlisted). Also, approximately one third of officers (32%) and 41 percent of enlisted indicated that their parents or other relatives will have a significant influence. Overall, these results indicate that a focus on the positive impact of spouses (or significant others), peers, and leadership should increase the numbers of Sailors who choose to stay on active-duty.
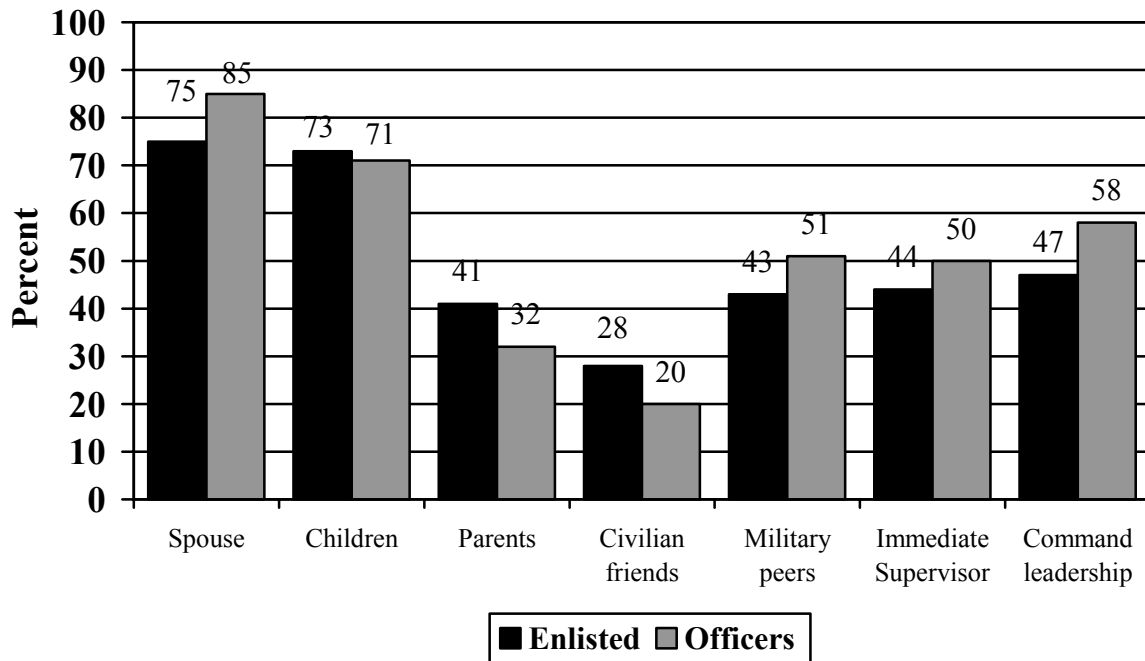
Figure 27. Percentage of Sailors who reported that the following types of people will influence their next career decision to stay or leave the Navy.

Organizational Commitment

Organizational commitment has interested researchers studying organizational behavior for over twenty years. The interest is related to the belief that organizational commitment is an important factor when organizational members make key career decisions. Employees who experience high organizational commitment engage in behaviors that are believed to be beneficial to the organization (Jaros, 1997), and highly committed employees tend to remain with their organizations (Cohen, 1993; Michaels & Spector, 1982; Mowday, Porter, & Steers, 1982).

Research on Navy populations found evidence that supports the importance of organizational commitment. On the 2000 NPS, it was found that positive affective (i.e., emotional) organizational commitment is predictive of the intent to remain in the Navy for Sailors who actually do remain in the Navy, and is less predictive for Sailors who actually choose to leave the Navy (Janega, 2003). The 2003 NPS used a modified version of the affective organizational commitment scale developed by Allen and Meyer (1990) for measuring employee commitment. The individual questions that make up the organizational commitment scale included items dealing with the Sailors' emotional attachment to the Navy and sense of "belonging" to the Navy.

As indicated in Table 41, the majority of Sailors (85% officers and 63% enlisted) agreed "the Navy has a great deal of personal meaning for me." While the majority of officers also indicated they "feel like I'm 'part of the family' in the Navy," "feel a strong sense of belonging in the Navy," and "feel 'emotionally attached' to the Navy," the same was not true for enlisted who endorsed these items at rates lower than 50 percent. Furthermore, there was no majority

endorsement for either officers or enlisted for the item "I do not think that I could become as easily attached to another organization as I am to the Navy." These results also indicate that officers tend to have greater levels of organizational commitment to the Navy than enlisted do.

Table 41.
Percentage of Sailors who indicated that they agree or strongly agree with each of the following statements regarding feelings toward the Navy

	Percent	
	Enlisted	**Officers**
The Navy has a great deal of personal meaning for me	63	85
I feel like I'm "part of the family" in the Navy	46	71
I feel "emotionally attached" to the Navy	35	60
I do not think that I could become as easily attached to another organization as I am to the Navy	31	44
I feel a strong sense of belonging in the Navy	46	70

Sailor Career Plans

Since the NPS began in 1990, the survey has asked Sailors about their intentions to stay or leave the Navy. Previous research has established that career intentions tend to be one of the best predictors of whether employees stay with or leave an organization (Doran, Stone, Brief, & George, 1991; Martin & Hafer, 1995; O'Quin & LoTempio, 1998; Steel & Ovalle, 1984; Vandenberg & Nelson, 1999). The 2003 NPS asked respondents about their career intentions from a number of different perspectives ranging from their next career decision (reenlistment or continuation) to short-term (under 10 years) and long-term (20 or more years) career intentions. The results of these items are presented below and are broken out by officers and enlisted and, where appropriate, by retention zones. Retention zones represent a standard grouping of years of service which coincide with the points at which Sailors make reenlistment (enlisted) or continuation (officers) decisions. The standard Navy retentions zones are: Zone A (1–6 years); Zone B (7–10 years); Zone C (11–14 years); Zone D (15–19 years); Zone E (20 or more years).

Short-term Career Plans

Respondents were asked about their current career intentions. Table 42 presents the percentage of Sailors who reported that they agreed with each of the statements listed. Overall, 40 percent of officers and 47 percent of enlisted Sailors said they would be making formal career decisions within the next 12 months. Respondents were also asked to indicate if they intended to serve out their current term of service or leave before they had completed their current obligation. Most Sailors (89% officers and 94% enlisted) intended to complete their current term of service or obligation. While these numbers are higher than actual attrition rates, intentions to complete would be expected to be higher than actual completion rates since unexpected or unplanned events (e.g., family health) may impact the actual rates of completion.

Table 42
Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding their career intentions

	Percent	
	Enlisted	Officers
I plan to make a formal career decision in the next 12 months	47	40
I plan to serve out my current term of service or obligation	94	89
I plan to reenlist (Enlisted) or continue (Officer) my career with the Navy	45	55

Respondents indicated whether they intended to reenlist or continue at their next decision point (Table 42). The majority of officers (55%) and less than half of enlisted Sailors (45%) intend to continue with the Navy. These numbers appear much lower than might be expected from other career decision indicators. Figure 28 presents the results of this question for all three major response categories "yes," "no," or "not sure." When looking at the results this way, their meaning is clarified. As seen in the figure, the intention to reenlist or continue in the Navy increases as Sailors gain greater rank and tenure in the Navy. This finding makes sense since those who perform well and like military life tend to stay in the Navy. Also, those with higher rank stand to lose more under the current military retirement "all or none" rules if they leave before earning a full retirement (usually a minimum of 20 years). As can be seen, the percentage of Sailors who do not intend to reenlist or continue with the Navy decreases as rank and tenure increase. Finally, there are a substantial number of Sailors who indicate that they have not yet decided about whether or not they will reenlist or continue at their next decision point. The percentage of Sailors who report being "not sure" remains consistent across paygroups, excluding first-termers in paygroups E-1 to E-3. This "not sure" group is especially important because they are still undecided and the Navy may be able to impact their choice to stay or leave with targeted monetary and non-monetary incentives.

Paygrade	Yes	Not Sure	No
E-1 to E-3	27	42	31
E-4 to E-6	50	25	25
E-7 to E-9	52	27	21
W-2 to W-4	55	27	18
O-1 to O-3	51	26	23
O-4 to O-7	61	26	13

■ Yes □ Not Sure ■ No
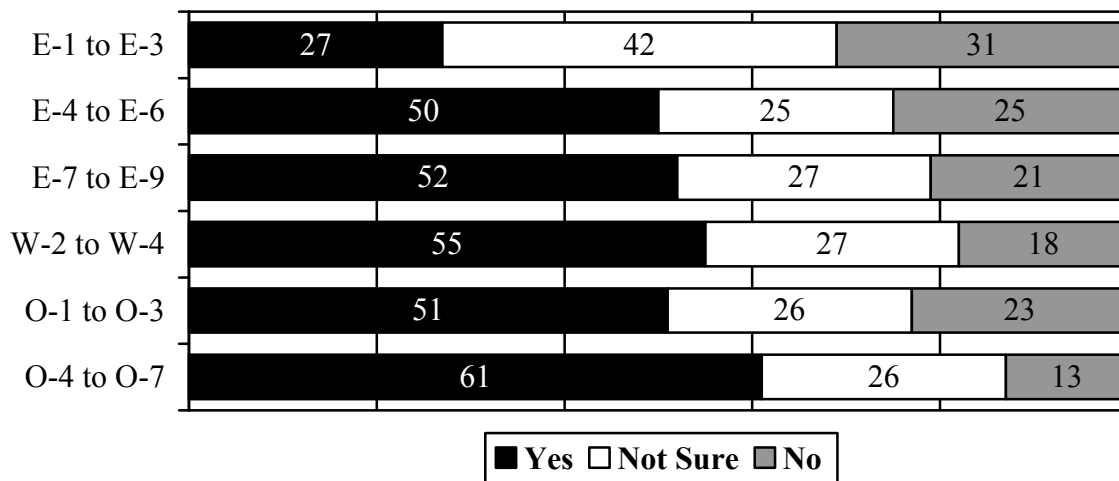
Figure 28. Intention to reenlist or continue their Navy Career at their next decision point by paygrade.

Another way to consider the results is to breakout the data by current retention zone. Figures 29 and 30 show the responses of Sailors to the question regarding their reenlistment or continuation career intentions sorted by retention zone. As can be seen, enlisted and officers in Zone C show the greatest intention to reenlist or continue their Navy career, and the lowest rate of indecision. While the majority of Sailors in Zones B and D also intend to reenlist, this rate of reenlistment intentions declines after 20 years for those in Zone E (40% enlisted, 45% officer). The reduction from Zone C to Zone D in percentage of Sailors who plan to remain in the Navy may also be due to Sailors who will complete 20 years in the Navy prior to their next decision point and retire. It should also be noted that enlisted Sailors in Zone A are almost evenly split in thirds regarding their decision to reenlist. This group should continue to be targeted by Navy leadership to increase reenlistment intentions, since after 6 years of commitment, intentions to reenlist more than triple from Zone A (32%) to Zone B (74%). Officers had a different pattern, with intention to remain in the Navy increasing dramatically between Zone B and Zone C.

To provide some comparison, actual reenlistment data by zone from the second quarter of FY03 (when the survey was conducted) were obtained for enlisted Sailors. The data indicated the following reenlistment rates for each zone: Zone A: 62 percent, Zone B: 74 percent, Zone C: 88 percent, Zone D: 98 percent, Zone E: 21 percent (D. L. Gorman, personal communication, November 22, 2004). Notably, actual reenlistment decisions were much higher for Sailors in Zone A than indicated from the NPS intentions items. Indeed, for Zone A, it appears that summing the affirmative response and "not sure" is much closer to actual reenlistment decisions. Additionally, the actual reenlistment percentage for Zone D (98%) is much higher than what Sailors indicated they would do when asked on the NPS. This may be due in part to Sailors in this zone who reconsider the cost of leaving the Navy in terms of loss of retirement income, need to find another job, and loss of other benefits when actually making that decision versus predicting what they might do or might want to do. These discrepancies between intentions and actual retention behaviors will need to be tracked on future NPSs.
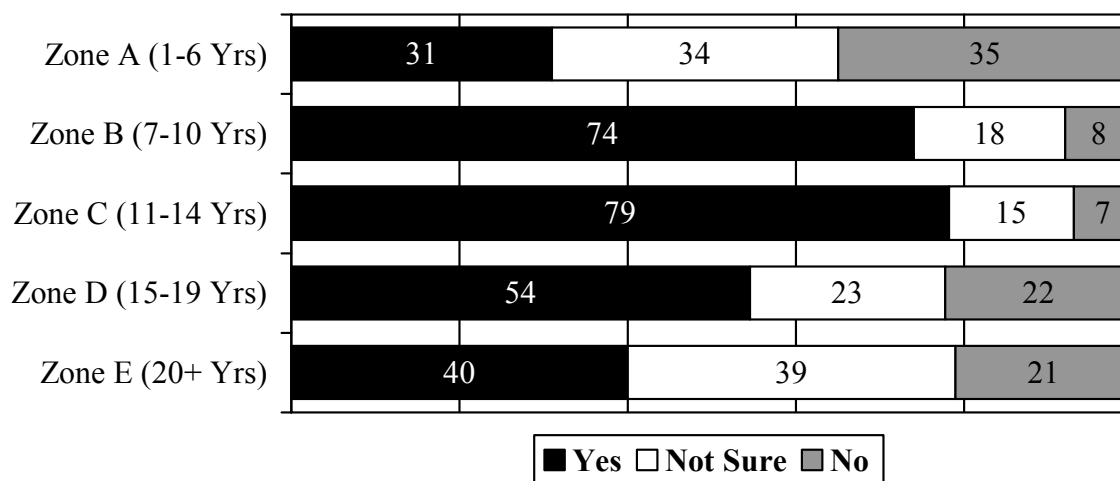
Figure 29. Enlisted Sailors' intention to reenlist at their next decision point by retention zone.

Zone	Yes	Not Sure	No
Zone A (1-6 Yrs)	44	26	31
Zone B (7-10 Yrs)	50	27	23
Zone C (11-14 Yrs)	87	10	3
Zone D (15-19 Yrs)	63	28	10
Zone E (20+ Yrs)	45	36	19

■Yes □Not Sure ▨No
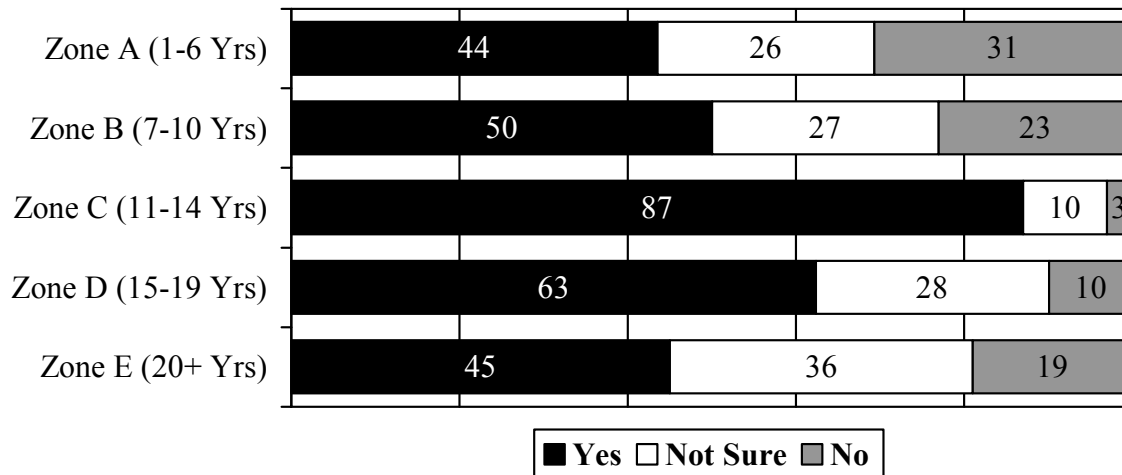
Figure 30. Officers' intention to continue their Navy career at their next decision point by retention zone.

Long-term career plans

In addition to assessing short-term career intentions, it is important to know how many plan to stay with the Navy for the long-term. This information provides a *leading indicator* of how many people intend to remain in the Navy until retirement. Second, this information is important as a means of gauging how well the Navy is doing in taking care of its people in terms of their quality of work life. In many instances, retention intentions or actual retention behavior is seen as an important outcome variable, associated with Sailor satisfaction.

Since 1990, the NPS has asked Sailors whether or not they plan to stay for 20 or more years. Figure 31 shows the results of this question over the past 11 cycles of the NPS including the data from the 2003 survey. Data were not included for 1999 or 2001, because the NPS was not given during those calendar years. First, the results from the 2003 NPS indicate that while the majority of officers (65%) plan to stay in the Navy for a full career only half of enlisted Sailors report the same. Second, the overall percentage of Sailors who intend to stay in the Navy for a full career has increased since the 2000 survey and is now at historical highs. Currently, there is a trend in the percentage of Sailors who intend to stay with the Navy for a long-term career, as notable in the last three data points in Figure 31. Furthermore, a higher percentage of officers than enlisted Sailors are committed to making the Navy a long-term career choice, which has been a consistent trend across the entire NPS history.
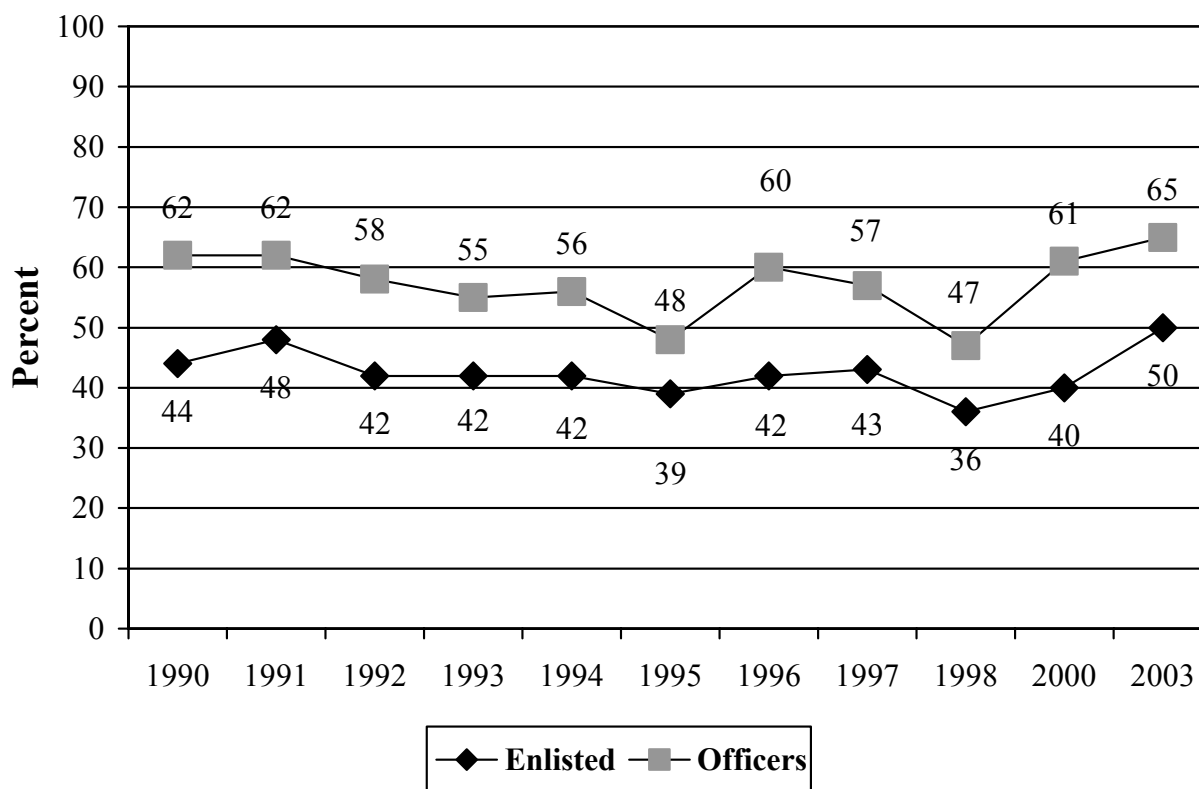
Figure 31. Percentage of those who reported that they agree or strongly agree that they plan to stay in the Navy for a full career (20 or more years) by group.[7]

Figure 32 provides an additional look at these results sorted by retention zones. Looking at the results it is clear that the relationship found with short-term career intentions also holds for long-term career intentions. The longer a Sailor remains in the Navy, the larger the percentage of those who intend to stay on active-duty until they have served a full career (20 or more years). This is shown by the fact that intentions to stay for a full career are only about 25 percent for Sailors (28% officers and 21% enlisted) in Zone A (i.e., 1–6 years of service), but rises to 96 percent (96% officers and 96% enlisted) by the time Sailors reach Zone D (i.e., 15–19 years of service). Also, Sailors are likely to see the retirement system as being more of an incentive the longer they stay on active duty, as they get closer to qualifying for full military retirement.

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[7] The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.
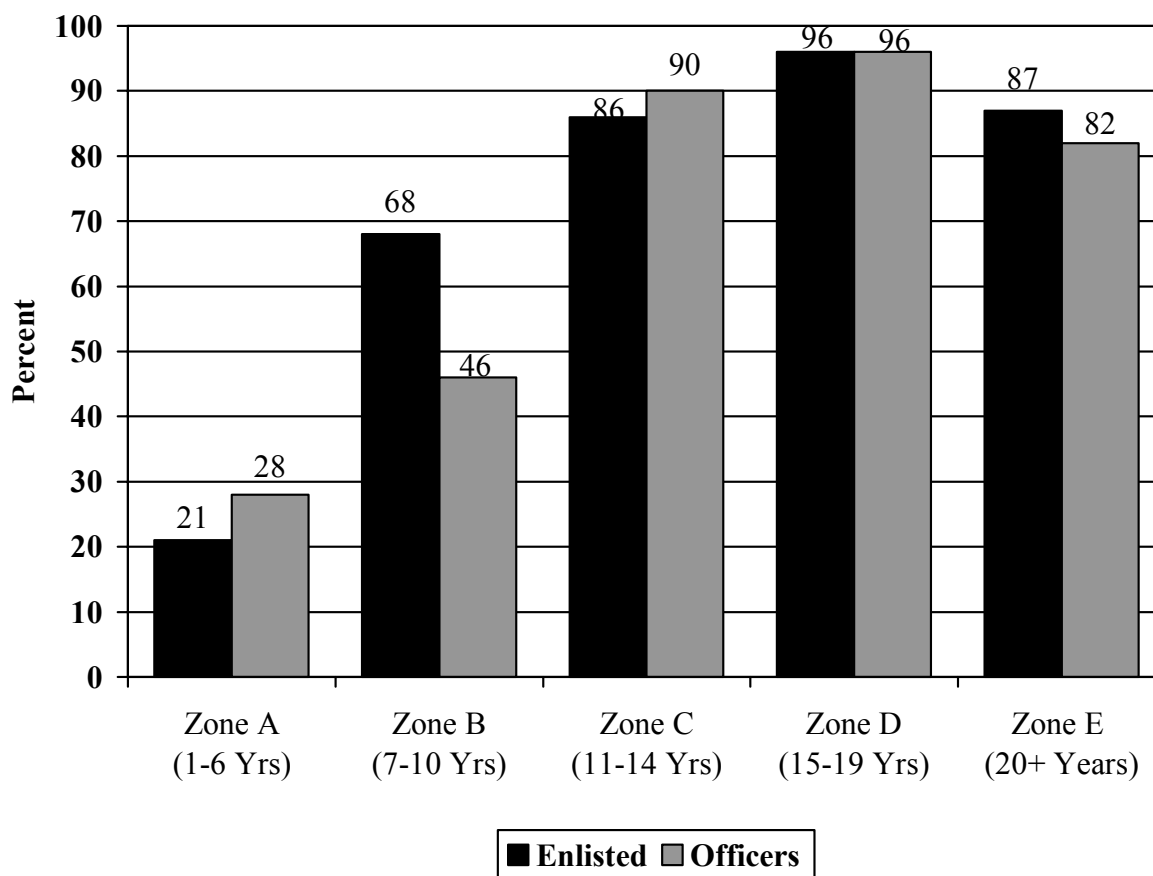
Figure 32. Percentage of those who reported that they agree or strongly agree that they plan to stay in the Navy for a Full career (20 or more years) by retention zone.

Comparisons to Other Department of Defense Surveys

The Defense Manpower Data Center (DMDC) conducts surveys across the military services and the Department of Defense (DoD). One suite of surveys is the Status of Forces Surveys (SOFS), which are web-based surveys administered nine times a year to three cross-sectional samples of each population of the total force: Active Duty, Reserves, and DoD civilian employees. The most comparable SOFS to the NPS is the March 2003 SOFS administered to a representative sample of active duty military members. The results from the March 2003 SOFS on questions comparable to those on the NPS were very similar.

For example, on the SOFS, respondents were asked to report how satisfied they were with their "total compensation (i.e., base pay, allowances, and bonuses)." The March 2003 SOFS found that 50 percent of Navy respondents were satisfied with total compensation (DMDC, 2004), where the 2003 NPS found that 66 percent of officers and 43 percent of enlisted Sailors reported they were "fairly compensated considering all of the pay, incentives and benefits."

Another topic addressed on both surveys was career intentions. From the SOFS, 72 percent of officers reported they would be "likely" or "highly likely" to stay in the military for at least 20 years and 62 percent of enlisted reported the same. Data from the 2003 NPS indicated that about two-thirds of officers (65%) and 50 percent of enlisted plan to stay in the Navy for a full career (20 or more years).

Finally, the March 2003 SOFS asked how much respondents agreed with "My Service's evaluation/selection system is effective in promoting its best members." Thirty-nine percent of Navy officers and 27 percent of enlisted agreed with that statement. Those percentages reflect the same sentiment expressed in the NPS, where 46 percent of officers and 27 percent of enlisted reported agreement with "I believe the most qualified and deserving Sailors get advanced/promoted."

Overall, the results from the two surveys were similar on items that, although worded slightly differently, were comparable. The general pattern of responding is the same, although the Navy results from the DMDC Survey tended to be somewhat more positive than the NPS results. In general, the findings of the March 2003 SOFS tend to validate the 2003 NPS results for those items that are similar on both surveys.

Summary and Conclusions

Summary of the Main Findings from the 2003 NPS

Positive Findings

- Overall, the majority of Sailors are satisfied with their current Navy jobs, and this has increased since the 2000 NPS. The only group where most do not report being satisfied with their job are junior enlisted (E-1 to E-3). Regarding specific aspects of their job, Sailors were most satisfied with "job security," "the amount of responsibility I have at my job," "the amount of freedom given to do the job," and "the amount of challenge on the job."

  - Satisfaction with both immediate supervisor and command leadership has increased since the 2000 NPS to near historically high levels. Consistent with past trends, officers were significantly more satisfied with leadership than enlisted Sailors were. In addition, the majority of officers were satisfied with their local leadership or chain of command, while the majority of enlisted were satisfied with their immediate supervisors but not their command leadership.

  - The percentage of Sailors reporting "High" command morale nearly doubled since the 2000 NPS. As with satisfaction with leadership, officers and senior enlisted were more likely to report "medium" to "high" morale than more junior enlisted (E-6 and below) were.

  - A historically high percentage of Sailors reported that they intend to continue their Navy career at their next decision point and to stay on active-duty for a full career (20 or more years) if allowed. This is a strong indicator of satisfaction with Navy life and is consistent

with the high levels of organizational commitment and high levels of morale reported by Sailors in the survey.

- As in 2000, Sailors report that the mechanics of the current performance evaluation system appear to be working as designed. The majority said that their fitness reports (FITREPs) or performance evaluations (EVALs) are conducted in an accurate and timely manner, allowing for their input.

- There was a notable increase in the percentage of Sailors who believe women can successfully carry out their combat roles since the 2000 NPS.

- There was a large increase in the percentage of Sailors who believe they are fairly compensated compared to the 2000 NPS. Additionally, there was a sizeable increase compared to 2000 NPS in the percentage of Sailors who reported being able to meet their financial obligations with the amount of pay they receive.

Areas for Improvement

- Sailors report that they currently do not receive enough guidance and counseling for their career or professional development.

- While satisfaction with the current detailing system has increased since the 2000 NPS, there remains some dissatisfaction among Sailors, especially for junior enlisted and petty officers. Notable areas of concern include Sailors perception that the detailer is not an advocate for their needs and is not receptive to resolving conflicts between the Sailor's desires and the needs of the Navy.

- As in the 2000 NPS, while Sailors reported that the mechanics of the current Navy advancement/promotion system appear to be working, very few were satisfied with the results of the system. For instance, less than half of Sailors who responded to the survey were satisfied with the current Navy advancement/promotion system or felt that the most qualified and deserving Sailors were promoted or advanced.

- Similar to the results regarding the advancement/promotion system, Sailors largely do not believe that the most qualified and deserving Sailors are ranked high on their EVALs/FITREPS. This continues to be an area of concern, showing limited if any improvement compared to the 2000 NPS.

- Lack of spare parts, supplies, and equipment continues to be associated with low satisfaction for many Sailors.

Recommendations

Based on the results of the survey, the following recommendations are made:

- ***Provide feedback to Sailors on the survey results.*** Providing information back to Sailors is a vital step in the survey process, which communicates a number of important messages including the importance of completing surveys, the usefulness of the data, and the respect for the Sailor's time/effort that went into completing the survey. After the briefing cycle for the 2003 NPS was completed, an article describing the results of the survey appeared in the *Navy Times* in late 2004. The article described the major findings of the survey. The results of the survey have also been posted by the N1 Strategic Policy and Analysis Group (SPA) to Navy Knowledge Online (NKO).

- ***Continue to monitor job satisfaction and morale.*** Although currently at historically high levels, these may change in light of future Navy personnel policies and programs. Especially with planned force-shaping tools that may be implemented in conjunction with the Navy's Human Capital Strategy, it is important that these leading indicators of Navy satisfaction or "tone" continue to be monitored.

- ***Continued focus on improvements to the current Navy detailing system.*** Additional surveys and focus groups may be helpful in identifying where problems currently exist. A series of detailing-related focus groups was conducted in Spring 2004 partially in response to the continued negative detailing findings on the NPS and other surveys. This information is being used to redesign the detailing system to improve user satisfaction with the system. It is also the basis for additional detailing questions that will be administered in future NPS surveys.

- ***Focus on the current EVAL/FITREP and advancement/promotion system.*** Although Sailors perceive the system to be procedurally fair, Sailors do not believe that the outcomes are fair. The Navy is currently implementing the Revolution in Training to improve their entire training and evaluation system through Task Force EXCEL (Excellence through Commitment to Education and Learning) and working to restructure the Navy performance evaluation system. Future administrations of the NPS will determine how successful these changes are.

- ***Move the NPS to the Internet.*** While the NPS has been a useful tool, it has been hampered by the many months required for administration and analysis of paper mailout surveys. During 2004, a decision was made by Navy leadership to move the NPS and all other major N1-sponsored Navy Personnel Surveys to the Internet. This new "Navy Personnel Survey Strategy" will offer an integrated suite of shorter, faster, and more focused personnel surveys. The next administration of the NPS in early 2005 will include many of these improvements.

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Appendix A:
Survey and Notification Materials

Navy Personnel Research, Studies, and Technology Department
5720 Integrity Drive, Millington, TN 38055-1000

14 October 2002

\<Rank\> \<First\> \<Last\>
\<Command\>
\<Street\> Address\>
\<City\> \<State\> \<Zip\>

Dear \<Rank\> \<Last\>,

Have you ever wished that you could tell senior leadership about both the good and bad that you have experienced in Navy work life? If so, the 2002 Navy-wide Personnel Survey (NPS) is your opportunity to do just that.

The 2002 NPS is sponsored by the Chief of Naval Personnel (CNP), and is used by the CNP and other senior leaders to gain further insight into the state of Navy work life. Results from previous surveys have supported increases in pay (and benefits), improvements to the detailing process, and support for an overhaul of the present advancement/promotion system.

The success of this survey depends on you. You were randomly selected by computer to participate in the 2002 NPS. Participation in the survey is voluntary, however, it is strongly encouraged that you take part in the survey to ensure an accurate portrayal of Navy work life. If you choose to respond, you can be assured that your responses will be confidential and safely protected.

You will be receiving a survey packet from us in the next few weeks, which will contain the paper survey and instructions on completing the survey via the web, if you prefer. We hope you will take part in this important survey. *Your responses will help our leaders make positive changes today and shape the Navy of the future*.

The NPS is being conducted by the Institute for Organizational Assessment (PERS-14), at the Navy Personnel Research, Studies, and Technology Department (NPRST) in Millington, TN. Feel free to contact us, if you have any questions about this survey. Thank you.

Sincerely,

Murrey Olmsted   Kimberly Whittam
Project Director   *Co-Investigator*

DSN 882-2130 or (901) 874-2130   DSN 882-2321 or (901) 874-2321
E-mail: Murrey.Olmsted@persnet.navy.mil   E-mail:
Kimberly.Whittam@persnet.navy.mil

12 November 2002

<Rank> <First> <Last> <(6-digit serial number))>
<Command
<Street> Address>
<City> <State> <Zip>

Dear <Rank> <Last>,

Have you ever wished you could tell senior leadership about your experiences with Navy work life? The *2002 Navy-wide Personnel Survey (NPS)* is your opportunity to give us that feedback.

In the last *NPS* (2000), you told us your concerns about many different issues. As a result, survey findings were used to support a number of initiatives including:
- The largest pay increase in the past 10 years (FY 2001/2002);
- Implementation of a plan to raise BAH to 100% coverage (by FY 2005);
- Renewed focus on increasing funding for needed parts and supplies;
- Efforts to overhaul the current Navy advancement/promotion system;
- Widespread changes in detailing to improve efficiency and service.
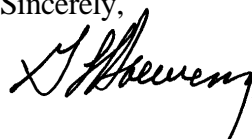
Your copy of the *2002 Navy-wide Personnel Survey* is enclosed. You were randomly selected to receive this survey, as a representative Sailor of the United States Navy. ***Your participation is very important to the success of this survey.*** Since not every Sailor will receive a questionnaire, your responses represent not only your views, but those of others as well. I want to assure you that your responses will be confidential and safely protected. I am asking for your full support of this survey to ensure an accurate and reliable picture of Navy work life.

This year, you have a choice of how to complete the survey. You can either complete the enclosed survey (and return it in the envelope provided) or you can take the survey on the Internet at www.nprst.navy.mil/nps2002. The attached sheet contains additional instructions and information on completing the Internet-based survey. This survey should take approximately 30 minutes of your time to complete.

The *2002 NPS* is being conducted by the Navy Personnel Research, Studies, and Technology Department (NPRST), in Millington, TN. If you have any questions about this survey, my point of contact is Murrey Olmsted; he can be reached at (901) 874-2130, (DSN) 882-2130, or Murrey.Olmsted@persnet.navy.mil.

Thank you for taking time to provide *valuable* feedback and improve *our* Navy.

Sincerely,

Gerald L. Hoewing
Vice Admiral, U.S. Navy
Chief of Naval Personnel

Navy Personnel Research, Studies, and Technology Department

5720 Integrity Drive, Millington, TN 38055-1000

6 January 2003

<Rank> <First> <Last> <(6-digit serial number)>
<Command
<Street> Address>
<City> <State> <Zip>

Dear <Rank> <Last>,

Recently you were sent a copy of the *2002 Navy-wide Personnel Survey (NPS)*, however, we have not yet heard back from you. Collection of surveys will soon end, and we wanted to give you a final invitation to participate in this important survey. If you have already completed the survey, we thank you for your participation. However, if you have not yet returned the survey, we encourage you to do so.

The *2002 NPS* is a great opportunity to for you to tell senior leadership about both the good and bad that you have experienced in Navy work life. The *2002 NPS* is being sponsored by the Chief of Naval Personnel (CNP), and is designed to collect information from Sailors on issues related to work life, career development, and career decisions. Results from previous *NPS* surveys have been used to support increases in pay (and benefits), improvements to the detailing process, and support for an overhaul of the present advancement/promotion system.

Participation in the survey is voluntary, however, it is strongly encouraged that you take part in the survey to ensure an accurate portrayal of Navy work life. *Your responses will help our leaders make positive changes today and shape the Navy of the future*. Please complete either the paper survey that we sent you or the survey on the Internet (http://www.nprst.navy.mil/nps2002).

Feel free to contact us, if you have any questions or concerns about this survey. Thank you.

Sincerely,

Murrey Olmsted   Kimberly Whittam
Project Director   *Co-Investigator*

DSN 882-2130 or (901) 874-2130   DSN 882-2321 or (901) 874-2321
E-mail: Murrey.Olmsted@persnet.navy.mil E-mail: Kimberly.Whittam@persnet.navy.mil

Appendix B:
Sampling and Weighting

Sampling and Weighting

Tables B-1 and B-2 present information regarding the 2003 Navy-wide Personnel survey sample and procedures used to weight the survey responses.

The sample for the survey was drawn during October 2002 from a sampling frame of individuals in stable locations who were accessible for data collection ($n = 341,046$). Sailors with a paygrade of E-1 were excluded from the sample due to the fact that this designation is typically only used when Sailors are in their basic training at the Naval Recruit Training Center Great Lakes. Their lack of experience and the difficulty in reaching adequate numbers of Sailors at this level were used as justification for this exclusion. The sampling frame represented a total of 90 percent of the available active duty personnel in the Navy during the last quarter of the calendar year 2002.

Sailors were sampled randomly in proportion to the size of their group within the population for each level of paygrade, gender, and race. The sample was optimized taking into account previous response rates, desired margin of error, and shared characteristics across the sample subgroups to arrive at an optimized sample. This process is called sample optimization, for further information see the sampling tool manual. Overall, the sample represented approximately 3 percent of the total enlisted population and 6 percent of the total officer population (see Table B-1).

To ensure that the survey results accurately reflect the opinions of Sailors throughout the Navy, the data were weighted to be representative of known population characteristics. Weighting is frequently used in survey research as a means of increasing the accuracy of estimates of target population attitudes and opinions by adjusting the overall proportions to match known population characteristics.

The characteristics used in weighting included paygrade (E-2 to E-3, E-4 to E-6, E-7 to E-9, W-2 to W-4, O-1 to O-3, and O-4 to O-7), minority status (white, black, other), and gender (male, female). Previous research indicates these categories account for a majority of variance in sample research in the Navy. This combination of variables created a total of 36 weight classes (See Table B-2). Weights were calculated using the product of a base weight formula and a non-response weight formula. The base weight formula consists of dividing the total number of units within the strata of the population frame by the number of units sampled from the same strata. The non-response weight formula consists of the number of units sampled from the strata in the population frame divided by the number of valid returned surveys within the same strata. For example, if 29,257 individuals exist in the sampling frame for the strata consisting of E-2 to E-3, male, white Sailors, and 1,875 individuals are sampled from that strata, the base weight is $29,257/1,875 = 15.604$. If only 91 valid surveys are returned for that strata, the non-response weight is $1,875/91 = 20.604$. The product of the base weight and non-response weight provides the combined weight for use in weighting the sample: $15.604*20.604 = 321.505$. As a check, the combined weight (321.505) multiplied by the number of returned valid surveys (91), should provide the correct total sample frame number (29,257). The combined weights were entered into the survey data file and applied to all analyses using the WEIGHT function in SPSS 10 (Statistical Package for the Social Sciences).

Table B-1
Population values used to draw the sample

Number	Paygrade Group	Gender	Race	Total Population	Percent of Total	Population Frame	Percent of Frame	Sample Selected	Percent of Sample
1	E-2 to E-3	Male	White	34,498	9.1%	29,257	8.6%	1,875	13.4%
2	E-2 to E-3	Male	Black	13,234	3.5%	12,442	3.6%	1,020	7.3%
3	E-2 to E-3	Male	Other	15,065	4.0%	13,388	3.9%	1,120	8.0%
4	E-2 to E-3	Female	White	6,982	1.8%	5,807	1.7%	545	3.9%
5	E-2 to E-3	Female	Black	4,198	1.1%	3,988	1.2%	386	2.8%
6	E-2 to E-3	Female	Other	3,817	1.0%	3,369	1.0%	329	2.4%
7	E-4 to E-6	Male	White	106,993	28.2%	97,171	28.5%	800	5.7%
8	E-4 to E-6	Male	Black	34,703	9.2%	31,284	9.2%	1,016	7.3%
9	E-4 to E-6	Male	Other	36,704	9.7%	32,613	9.6%	1,088	7.8%
10	E-4 to E-6	Female	White	13,920	3.7%	11,695	3.4%	519	3.7%
11	E-4 to E-6	Female	Black	10,032	2.6%	8,437	2.5%	479	3.4%
12	E-4 to E-6	Female	Other	5,948	1.6%	4,865	1.4%	279	2.0%
13	E-7 to E-9	Male	White	24,234	6.4%	22,946	6.7%	436	3.1%
14	E-7 to E-9	Male	Black	4,548	1.2%	4,247	1.2%	151	1.1%
15	E-7 to E-9	Male	Other	4,732	1.2%	4,531	1.3%	164	1.2%
16	E-7 to E-9	Female	White	1,782	0.5%	1,577	0.5%	127	0.9%
17	E-7 to E-9	Female	Black	699	0.2%	633	0.2%	28	0.2%
18	E-7 to E-9	Female	Other	282	0.1%	256	0.1%	12	0.1%
19	W-2 to W-4	Male	White	1,163	0.3%	1,152	0.3%	551	3.9%
20	W-2 to W-4	Male	Black	294	0.1%	288	0.1%	114	0.8%
21	W-2 to W-4	Male	Other	135	0.0%	142	0.0%	57	0.4%
22	W-2 to W-4	Female	White	62	0.0%	57	0.0%	26	0.2%
23	W-2 to W-4	Female	Black	21	0.0%	23	0.0%	23	0.2%
24	W-2 to W-4	Female	Other	5	0.0%	5	0.0%	5	0.0%
25	O-1 to O-3	Male	White	21,247	5.6%	18,823	5.5%	1,055	7.6%
26	O-1 to O-3	Male	Black	1,965	0.5%	1,637	0.5%	105	0.8%
27	O-1 to O-3	Male	Other	3,537	0.9%	2,987	0.9%	192	1.4%
28	O-1 to O-3	Female	White	3,726	1.0%	3,302	1.0%	226	1.6%
29	O-1 to O-3	Female	Black	639	0.2%	554	0.2%	50	0.4%
30	O-1 to O-3	Female	Other	815	0.2%	680	0.2%	61	0.4%
31	O-4 to O-7	Male	White	17,323	4.6%	17,600	5.2%	815	5.8%
32	O-4 to O-7	Male	Black	916	0.2%	907	0.3%	47	0.3%
33	O-4 to O-7	Male	Other	1,561	0.4%	1,312	0.4%	67	0.5%
34	O-4 to O-7	Female	White	2,457	0.6%	2,521	0.7%	152	1.1%
35	O-4 to O-7	Female	Black	292	0.1%	300	0.1%	21	0.2%
36	O-4 to O-7	Female	Other	324	0.1%	250	0.1%	19	0.1%
	Totals:			**378,853**	**100.0%**	**341,046**	**100.0%**	**13,960**	**100.0%**

Table B-2
Weight Class Values Used to Create Weights

Number	Paygrade Group	Gender	Race	Population Frame	Sample Selected	Surveys Returned	Simple Return Rate	Base Weight	Non-Response Weight	Combined Weight	Weight Check
1	E-2 to E-3	Male	White	29,257	1,875	91	4.9%	15.604	20.604	321.505	29,257
2	E-2 to E-3	Male	Black	12,442	1,020	34	3.3%	12.198	30.000	365.941	12,442
3	E-2 to E-3	Male	Other	13,388	1,120	109	9.7%	11.954	10.275	122.826	13,388
4	E-2 to E-3	Female	White	5,807	545	69	12.7%	10.655	7.899	84.159	5,807
5	E-2 to E-3	Female	Black	3,988	386	19	4.9%	10.332	20.316	209.895	3,988
6	E-2 to E-3	Female	Other	3,369	329	50	15.2%	10.240	6.580	67.380	3,369
7	E-4 to E-6	Male	White	97,171	800	258	32.3%	121.464	3.101	376.632	97,171
8	E-4 to E-6	Male	Black	31,284	1,016	168	16.5%	30.791	6.048	186.214	31,284
9	E-4 to E-6	Male	Other	32,613	1,088	338	31.1%	29.975	3.219	96.488	32,613
10	E-4 to E-6	Female	White	11,695	519	170	32.8%	22.534	3.053	68.794	11,695
11	E-4 to E-6	Female	Black	8,437	479	114	23.8%	17.614	4.202	74.009	8,437
12	E-4 to E-6	Female	Other	4,865	279	107	38.4%	17.437	2.607	45.467	4,865
13	E-7 to E-9	Male	White	22,946	436	189	43.3%	52.628	2.307	121.407	22,946
14	E-7 to E-9	Male	Black	4,247	151	54	35.8%	28.126	2.796	78.648	4,247
15	E-7 to E-9	Male	Other	4,531	164	98	59.8%	27.628	1.673	46.235	4,531
16	E-7 to E-9	Female	White	1,577	127	61	48.0%	12.417	2.082	25.852	1,577
17	E-7 to E-9	Female	Black	633	28	10	35.7%	22.607	2.800	63.300	633
18	E-7 to E-9	Female	Other	256	12	8	66.7%	21.333	1.500	32.000	256
19	W-2 to W-4	Male	White	1,152	551	262	47.5%	2.091	2.103	4.397	1,152
20	W-2 to W-4	Male	Black	288	114	43	37.7%	2.526	2.651	6.698	288
21	W-2 to W-4	Male	Other	142	57	62	108.8%	2.491	0.919	2.290	142
22	W-2 to W-4	Female	White	57	26	8	30.8%	2.192	3.250	7.125	57
23	W-2 to W-4	Female	Black	23	23	6	26.1%	1.000	3.833	3.833	23
24	W-2 to W-4	Female	Other	5	5	1	20.0%	1.000	5.000	5.000	5
25	O-1 to O-3	Male	White	18,823	1,055	343	32.5%	17.842	3.076	54.878	18,823
26	O-1 to O-3	Male	Black	1,637	105	39	37.1%	15.590	2.692	41.974	1,637
27	O-1 to O-3	Male	Other	2,987	192	86	44.8%	15.557	2.233	34.733	2,987
28	O-1 to O-3	Female	White	3,302	226	61	27.0%	14.611	3.705	54.131	3,302
29	O-1 to O-3	Female	Black	554	50	18	36.0%	11.080	2.778	30.778	554
30	O-1 to O-3	Female	Other	680	61	27	44.3%	11.148	2.259	25.185	680
31	O-4 to O-7	Male	White	17,600	815	376	46.1%	21.595	2.168	46.809	17,600
32	O-4 to O-7	Male	Black	907	47	36	76.6%	19.298	1.306	25.194	907
33	O-4 to O-7	Male	Other	1,312	67	63	94.0%	19.582	1.063	20.825	1,312
34	O-4 to O-7	Female	White	2,521	152	72	47.4%	16.586	2.111	35.014	2,521
35	O-4 to O-7	Female	Black	300	21	11	52.4%	14.286	1.909	27.273	300
36	O-4 to O-7	Female	Other	250	19	10	52.6%	13.158	1.900	25.000	250
	Totals:			**341,046**	**13,960**	**3,471**					**341,046**

B-3

Appendix C:
2003 Navy-wide Personnel Survey

Chief of Naval Personnel
Washington, DC

2002 Navy-wide Personnel Survey

NPRST

PLEASE DO NOT WRITE IN THIS AREA

[SERIAL]

1

Dear Survey Participant,

The *Navy-wide Personnel Survey (NPS)* is designed to assess major issues affecting your satisfaction with the Navy. The results of the *2002 NPS* will provide valuable information to senior leadership to help them better understand work life in the Navy and advocate for change. Previous surveys have supported changes such as increased pay (and benefits), improvements in the detailing process, and efforts to overhaul the current Navy advancement/promotion system.

Your participation is very important to the success of this survey. Since not every Sailor will receive a survey, your responses represent not only your views, but those of others as well. Your responses can help make positive changes today and shape the Navy of the future.

This year, you have a choice of how to complete the survey. You can either complete the enclosed survey (and return it in the envelope provided) or you can take the survey on the Internet at www.nprst.navy.mil/nps2002. The attached sheet contains additional instructions and information on completing the Internet-based survey. In pre-testing, we found that many people were able to complete the survey in approximately 30 minutes. Please answer the questions honestly and to the best of your ability.

Please be assured that your responses to this survey will be confidential and safely protected. The information you provide on this survey will NOT become part of your permanent record and will NOT affect your career in any way.

The *2002 NPS* is being conducted by the Institute for Organizational Assessment (PERS-14), at the Navy Personnel Research, Studies, and Technology Department (NPRST) in Millington, TN. If you have any questions regarding this survey, please contact:

Murrey Olmsted
Project Director
DSN 882-2130 or (901) 874-2130
E-mail: Murrey.Olmsted@persnet.navy.mil

Kimberly Whittam
Co-Investigator
DSN 882-2321 or (901) 874-2321
E-mail: Kimberly.Whittam@persnet.navy.mil

Thank you for your time and participation!

- Use a No. 2 pencil only.
- Do not use ink, ballpoint, or felt tip pens.
- Make solid marks that fill the response completely.
- Erase cleanly any marks you wish to change.
- Make no stray marks on this form.

USE A No. 2 PENCIL

CORRECT: ●
INCORRECT: ⊘ ⊗ ◓ ◯

START HERE

1. Have you read the Privacy Act & Informed Consent Statement on the previous page and do you agree to participate in this survey?

- ◯ Yes
- ◯ No

2. In the past 12 months, how many Navy-sponsored surveys have you completed or participated in?

- ◯ None
- ◯ 1
- ◯ 2
- ◯ 3
- ◯ 4 or more

YOUR NAVY JOB

3. In the past 12 months, how many hours did you work in a typical week at your Navy job?

- ◯ None
- ◯ 40 hours or less
- ◯ 41-50 hours
- ◯ 51-60 hours
- ◯ 61-70 hours
- ◯ 71-80 hours
- ◯ 81 or more hours

4. When you have had to work more hours than usual during the past 12 months, what were the primary reason(s)? *(Mark ALL that apply.)*

- ◯ Does not apply, I have not worked more than usual
- ◯ Command or unit was on deployment
- ◯ Command or unit was partially deployed, on TAD/TDY, or away from the command for other reasons
- ◯ Demanding supervisor
- ◯ Equipment failure and/or repairs
- ◯ High workload
- ◯ Inspections and inspection preparation
- ◯ Insufficient manning (e.g., not enough people available to fill required jobs)
- ◯ Mission critical requirements
- ◯ Mission preparation/training/maintenance
- ◯ Others were not carrying their workload
- ◯ Poor planning or lack of planning
- ◯ Tasked with additional duties (e.g., special projects)
- ◯ Other

5. Do you personally have access to the Internet at your Navy job (i.e., you can personally send/receive e-mail, view information on the World Wide Web, or do other related activities on the Internet)?

- ◯ Yes, I have access at my own computer station
- ◯ Yes, I have access at a computer workstation I share with others at my command
- ◯ No
- ◯ Don't know ➜ *GO TO QUESTION #8*

6. Is your Internet access adequate for you to do your Navy job?

- ◯ Yes
- ◯ No

7. In an average week, how often do you use the Internet (for browsing, e-mail, or other use) at your Navy job?

- ◯ Does not apply, I do not have Internet access
- ◯ Never
- ◯ Once a week
- ◯ Several times a week
- ◯ Once a day
- ◯ Several times a day

8. How much do you AGREE or DISAGREE with the following statements regarding availability of resources at your command?

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Don't Know
a. My command has an adequate number of qualified personnel to successfully execute our mission	○	○	○	○	○	○
b. My command has adequate tools to successfully execute our mission	○	○	○	○	○	○
c. My command has adequate spare parts and/or supplies to successfully execute our mission	○	○	○	○	○	○
d. My command has adequate Navy support services (e.g., MWR, PSD, Housing) to successfully execute our mission	○	○	○	○	○	○

9. How would you rate the overall morale of your present (or most recent) command?

- ○ Very high
- ○ High
- ○ Medium
- ○ Low
- ○ Very low

10. What kind of an effect have the following aspects of Navy life had on morale at your present (or most recent) command?

	Strong Positive Effect	Positive Effect	No Effect	Negative Effect	Strong Negative Effect	Don't Know
a. Advancement/promotion opportunities	○	○	○	○	○	○
b. Performance evaluation system (e.g., FITREPs and EVALs)	○	○	○	○	○	○
c. Supply of spare parts/supplies	○	○	○	○	○	○
d. Quality of Navy training programs	○	○	○	○	○	○
e. Quality of education programs	○	○	○	○	○	○
f. Co-workers/shipmates	○	○	○	○	○	○
g. Immediate supervisor	○	○	○	○	○	○
h. Command leadership	○	○	○	○	○	○
i. Pace of work	○	○	○	○	○	○
j. Workload	○	○	○	○	○	○
k. Unit/workgroup manning	○	○	○	○	○	○
l. Pay/bonuses/other compensation	○	○	○	○	○	○
m. Amount of time off (e.g., leave, liberty, other)	○	○	○	○	○	○
n. Navy support services (e.g., MWR, PSD, housing, etc.)	○	○	○	○	○	○
o. TEMPO (e.g., time away from home for deployment, TAD, etc.)	○	○	○	○	○	○
p. Performance of the crew/work team/ship on exercises	○	○	○	○	○	○

11. Considering everything, how satisfied are you with your Navy job?

- ○ Very satisfied
- ○ Satisfied
- ○ Neither satisfied nor dissatisfied
- ○ Dissatisfied
- ○ Very dissatisfied

12. Please rate how SATISFIED or DISSATISFIED you are with the following aspects of your co-workers/shipmates.

Rating scale (left to right): VERY SATISFIED, SATISFIED, NEITHER, DISSATISFIED, VERY DISSATISFIED

		VERY SATISFIED	SATISFIED	NEITHER	DISSATISFIED	VERY DISSATISFIED
a.	Ability of my co-workers/shipmates	○	○	○	○	○
b.	Respect and fair treatment from my co-workers/shipmates	○	○	○	○	○
c.	Commitment to quality demonstrated by co-workers/shipmates	○	○	○	○	○
d.	Honest and ethical manner in which my co-workers/shipmates conduct themselves	○	○	○	○	○
e.	Quality of communication between co-workers/shipmates	○	○	○	○	○
f.	Overall quality of my co-workers/shipmates	○	○	○	○	○

13. How much do you AGREE or DISAGREE with the following statements about gender integration?

Rating scale (left to right): STRONGLY AGREE, AGREE, NEITHER, DISAGREE, STRONGLY DISAGREE, DON'T KNOW

		STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	DON'T KNOW
a.	Leadership in my organization is supportive of gender integration	○	○	○	○	○	○
b.	Women have the ability to successfully carry out the duties of their combatant roles	○	○	○	○	○	○
c.	Women are being successfully integrated into combatant ships and aviation squadrons	○	○	○	○	○	○

14. Please rate how SATISFIED or DISSATISFIED you are with the following aspects of your workplace climate.

Rating scale (left to right): VERY SATISFIED, SATISFIED, NEITHER, DISSATISFIED, VERY DISSATISFIED

		VERY SATISFIED	SATISFIED	NEITHER	DISSATISFIED	VERY DISSATISFIED
a.	Amount of freedom I am given to do my job	○	○	○	○	○
b.	Amount of responsibility I have in my job	○	○	○	○	○
c.	Amount of challenge in my job	○	○	○	○	○
d.	Opportunity for personal growth and development on the job	○	○	○	○	○
e.	Feeling of accomplishment I get from doing my job	○	○	○	○	○
f.	Job security	○	○	○	○	○
g.	Physical working conditions of my work site	○	○	○	○	○
h.	Availability of parts and supplies to get the job done	○	○	○	○	○
i.	Flexibility of my command in dealing with family/personal issues	○	○	○	○	○

CURRENT ASSIGNMENT

15. How long have you been at your present duty station?

- ○ Less than 6 months
- ○ 6 months to less than 12 months
- ○ 12 months to less than 18 months
- ○ 18 months to less than 24 months
- ○ 24 months to less than 36 months
- ○ 36 months or more

16. What type of duty or billet is your current assignment?

- ○ CONUS Shore Duty (Type 1)
- ○ CONUS Homeported Deployable Sea Duty (Type 2)
- ○ OCONUS Shore Duty (counts as sea duty for rotational purposes) (Type 3)
- ○ OCONUS Homeported Deployable Sea Duty (Type 4)
- ○ OCONUS "Preferred" Shore Duty (Type 6)
- ○ Other duty (e.g., Duty Under Instruction, special duty, etc.)
- ○ I don't know

17. To what type of ship/activity are you currently assigned? (Mark *ALL* that apply.)

- ○ Afloat staff
- ○ Aircraft Carrier
- ○ Amphibious craft (i.e., LCAC, etc.)
- ○ Amphibious ship (i.e., LSD, LST, LHD, LHA, etc.)
- ○ Aviation Squadron/Detachment (sea deployed)
- ○ Aviation Squadron/Detachment (shore deployed)
- ○ Cruiser
- ○ Destroyer types (includes frigates)
- ○ Minecraft
- ○ Reserve Unit
- ○ Service Force ship (i.e., USNS, auxiliaries, etc.)
- ○ Shore based deployable unit (i.e., Seabees, EOD, etc.)
- ○ Shore or Staff Command
- ○ Special Warfare Unit
- ○ Submarine
- ○ Tender/Repair ship
- ○ Training Command
- ○ Other

18. Are you presently on deployment (i.e., scheduled time away from homeport for 30 days or more)?

- ○ Yes
- ○ No

19. Have you ever been assigned to a gender integrated deployable command? (Mark only *ONE* answer.)

- ○ Yes, in the past
- ○ Yes, at the present
- ○ Yes, both in the past and at the present
- ○ No

20. What is the geographical location of your current assignment? If you are currently on deployment, where is your command homeported?

- ○ Alaska or Hawaii
- ○ Caribbean
- ○ CONUS - East Coast
- ○ CONUS - West Coast
- ○ CONUS - Other (e.g., Millington, Great Lakes, etc.)
- ○ Europe (including the Mediterranean)
- ○ Far East
- ○ Middle East (including the African continent)
- ○ South or Central America
- ○ Other

21. Are you accompanied by any dependent members of your household at your present assignment?

- ○ Does not apply, I do not have any dependent family members ➜ *GO TO QUESTION #24*

- ○ Accompanied by all dependents ➜ *GO TO QUESTION #24*
- ○ Accompanied by some dependents ➜ *GO TO QUESTION #24*
- ○ Temporarily unaccompanied
- ○ Permanently unaccompanied

22. Are you currently a geographic bachelor? To be a geographic bachelor you may be married, divorced, widowed or single, providing that you typically live with one or more dependent members of your family - however, you must be permanently separated from your family during your present assignment.

- ○ Yes
- ○ No

23. Select all the reasons which BEST describe why you are unaccompanied by your family or members of your household. *(Mark ALL that apply.)*

- ○ By choice (self or spouse)
- ○ Cost associated with moving
- ○ Cost of or lack of available civilian housing
- ○ Lack of available military family housing
- ○ Own a home at other location
- ○ Lack of available activities/facilities for family members (i.e., child care, schools, etc.)
- ○ Lack of available health care or education services for special needs
- ○ Family members prefer to remain in other location
- ○ Spouse education
- ○ Spouse employment
- ○ Length of new duty assignment
- ○ New work schedule does not allow for time with family
- ○ Required by billet (unaccompanied tour)
- ○ Other

TEMPO

24. How many days in the past 12 months have you been berthed out of the area (not at home) of your permanent duty station? Include such things as deployments, work-ups, training, TAD, and other work-related activities that have taken you away from your homeport.

- ○ None
- ○ 1-49 days
- ○ 50-99 days
- ○ 100-149 days
- ○ 150-199 days
- ○ 200-249 days
- ○ 250-299 days
- ○ 300 or more days

25. How much time have you spent in the following types of duty during your Navy career?

- ○ I don't know, I am unable to answer this question ➔ *GO TO QUESTION #26*

		LESS THAN 1 YEAR	1 YEAR TO LESS THAN 3 YEARS	3 YEARS TO LESS THAN 5 YEARS	5 YEARS TO LESS THAN 10 YEARS	10 OR MORE YEARS
a.	CONUS Shore Duty (Type 1)	○	○	○	○	○
b.	CONUS Homeported Deployable Sea Duty (Type 2)	○	○	○	○	○
c.	OCONUS Shore Duty (counts as sea duty for rotational purposes) (Type 3)	○	○	○	○	○
d.	OCONUS Homeported Deployable Sea Duty (Type 4)	○	○	○	○	○
e.	OCONUS "Preferred" Shore Duty (Type 6)	○	○	○	○	○
f.	Other duty (e.g., Duty Under Instruction, special duty, etc.)	○	○	○	○	○

26. How much do you AGREE or DISAGREE with the following statements regarding TEMPO?

		STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE
a.	I am satisfied with the amount of time I am able to spend at my permanent duty station (homeport)	○	○	○	○	○
b.	I am satisfied with the amount of time I have spent on shore duty	○	○	○	○	○
c.	I am satisfied with the amount of time I have spent on sea duty	○	○	○	○	○

27. What kind of effect has the time you've spent away from your permanent duty station during the past year -- for TAD, deployment, training, or other work-related activities -- had on your overall satisfaction with Navy life?

- ○ Does not apply, I have not been away from my permanent duty station during the past year

- ○ Strong positive effect
- ○ Positive effect
- ○ Neither positive nor negative effect
- ○ Negative effect
- ○ Strong negative effect

28. Have you been away from your permanent duty station for TAD, TDY, deployments, training, or other work-related activities more or less than you expected when you joined the Navy?

- ○ Much more than expected
- ○ More than expected
- ○ About the same as expected
- ○ Less than expected
- ○ Much less than expected

63 62 61 60 59 58 57 56 55 54 53 52 51 50 49 48 47 46 45 44 43 42 41 40 39 38 37 36 35 34 33 32 31 30 29 28 27 26 25 24 23 22 21 20 19 18 17 16 15 14 13 12 11 10 9 8 7 6 5 4 3 2 1

29. How much do you AGREE to DISAGREE with the following statements about the impact of Navy service on your personal life?

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE
a. My Navy career gets in the way of my ability to have or maintain a personal life	○	○	○	○	○
b. My Navy career causes a significant amount of separation from my family or other important people in my life	○	○	○	○	○
c. I have difficulty juggling the demands of my personal life and my Navy career	○	○	○	○	○

LEADERSHIP

30. Is your immediate supervisor:

- ○ Navy
- ○ Other military
- ○ Civilian

31. How much do you AGREE or DISAGREE with the following statements about your IMMEDIATE WORK SUPERVISOR?

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE
a. My immediate supervisor has adequate training/expertise to do his/her job	○	○	○	○	○
b. My immediate supervisor makes good decisions	○	○	○	○	○
c. My immediate supervisor deals well with subordinates	○	○	○	○	○
d. My immediate supervisor deals well with superiors in the chain of command	○	○	○	○	○
e. My immediate supervisor provides adequate support and guidance	○	○	○	○	○
f. My immediate supervisor demonstrates good communication skills	○	○	○	○	○
g. My immediate supervisor is responsive to Sailor needs and concerns	○	○	○	○	○
h. My immediate supervisor is fair and ethical in dealing with others	○	○	○	○	○
i. Overall, I am satisfied with my immediate supervisor	○	○	○	○	○

32. How much do you AGREE or DISAGREE with the following statements about your overall COMMAND LEADERSHIP (CO, XO, OIC, CMC/COB)?

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	DON'T KNOW
a. My command leadership has adequate training/expertise to do their job	○	○	○	○	○	○
b. My command leadership makes good decisions	○	○	○	○	○	○
c. My command leadership deals well with subordinates	○	○	○	○	○	○
d. My command leadership deals well with superiors in the chain of command	○	○	○	○	○	○
e. My command leadership provides adequate support and guidance	○	○	○	○	○	○
f. My command leadership demonstrates good communication skills	○	○	○	○	○	○
g. My command leadership is responsive to Sailor needs and concerns	○	○	○	○	○	○
h. My command leadership is fair and ethical in dealing with others	○	○	○	○	○	○
i. Overall, I am satisfied with my command leadership	○	○	○	○	○	○

CAREER

33. What is your current paygrade?

- ○ E-1
- ○ E-2
- ○ E-3
- ○ E-4
- ○ E-5
- ○ E-6
- ○ E-7
- ○ E-8
- ○ E-9
- ○ W-2
- ○ W-3
- ○ W-4
- ○ O-1/O-1E
- ○ O-2/O-2E
- ○ O-3/O-3E
- ○ O-4
- ○ O-5
- ○ O-6
- ○ O-7 or above

34. How long have you been in your current paygrade? (Count the total amount of time you have been in your current paygrade.)

Years	Months

Starting with the LEFT column, record the number of years and months in the boxes.

(For example, if your answer is 11 years and 4 months, enter 11 years and 04 months)

Mark the matching circle below each box.

35. What is your promotion history for your current paygrade?

- ○ I have been advanced/promoted to the next paygrade
- ○ I am NOT currently eligible for promotion
- ○ Failed to select once (1)
- ○ Failed to select twice (2)
- ○ Failed to select three (3) or more times

36. If you are an Officer, what is your designator?

- ○ Does not apply/I am enlisted

Designator

Starting with the LEFT column, record the number of your designator series in the boxes.

Mark the matching circle below each box.

37. If you are a Chief Petty Officer, Petty Officer, or an officially DESIGNATED STRIKER (i.e., qualified to wear the striker rating badge), what is your general rating (i.e., AW, ET, CTI, etc.)?

- ○ Does not apply/I am an officer
- ○ Not rated/I am an AN/SN/FN (not a Designated Striker)

Rating

Starting with the LEFT column, record the letters of your rating in the boxes.

(Use only your rate, such as AW, and not your rate and paygrade together, such as AWC)

Mark the matching circle below each box.

38. How long have you been on active duty in the Navy? (Count the total amount of time you have been on active duty.)

Years	Months

Starting with the LEFT column, record the number of years and months in the boxes.

(For example, if your answer is 11 years and 4 months, enter 11 years and 04 months)

Mark the matching circle below each box.

(Number circles 0–9 for each column)

39. What were the most important reasons why you joined the Navy? (Mark *ALL* that apply.)

- ○ Always wanted to be in the Navy
- ○ Desire to serve my country
- ○ Navy tradition in my family
- ○ Positive image portrayed by military personnel
- ○ Challenging or interesting work
- ○ Opportunity to work in a specific occupation of interest
- ○ Training in skills useful for civilian employment
- ○ Education benefits (support for college/graduate education)
- ○ Pay, benefits, and military retirement
- ○ Few or no civilian jobs available
- ○ Security and stability of a Navy job
- ○ Get away from family or personal situation
- ○ Time to figure out what I wanted to do
- ○ Wanted a break from school
- ○ My friend(s) joined the Navy
- ○ Parents' encouragement
- ○ Travel and new experiences
- ○ Personal growth
- ○ Other

40. When you joined the Navy, how long did you plan to stay at that time?

- ○ Stay in the Navy for the short-term (i.e., under 10 years) and then leave the Navy for other work
- ○ Stay in the Navy until eligible for retirement (i.e., 20 or more years)
- ○ I did not have any specific plans (e.g., wanted to see how well things went before making a decision)

41. Are you in your first enlistment, initial obligation, or first term of service in the Navy?

- ○ Yes
- ○ No

42. How much time remains in your current term of service or obligation?

- ○ Does not apply, I do not currently have any obligated service to the Navy
- ○ Less than 1 year
- ○ 1 year to less than 2 years
- ○ 2 years to less than 3 years
- ○ 3 years to less than 4 years
- ○ 4 years to less than 5 years
- ○ 5 or more years
- ○ I don't know

43. How do each of the following factors impact your likelihood to stay or leave the Navy?

		MUCH MORE LIKELY TO STAY	MORE LIKELY TO STAY	NO EFFECT	MORE LIKELY TO LEAVE	MUCH MORE LIKELY TO LEAVE	DOES NOT APPLY
a.	Access to Navy training programs	○	○	○	○	○	○
b.	Access to college or graduate education programs	○	○	○	○	○	○
c.	Location of next duty assignment	○	○	○	○	○	○
d.	Type of next duty assignment	○	○	○	○	○	○
e.	Enjoyment of your Navy job	○	○	○	○	○	○
f.	Your advancement/promotion potential	○	○	○	○	○	○
g.	Current civilian job opportunities	○	○	○	○	○	○
h.	Manpower needs of the Navy	○	○	○	○	○	○
i.	General public's attitudes toward the military	○	○	○	○	○	○
j.	Military pay (e.g., basic pay, allowances, etc.)	○	○	○	○	○	○
k.	Special pays (e.g., flight, submarine, medical, sea, etc.)	○	○	○	○	○	○
l.	SRB or continuation bonus	○	○	○	○	○	○
m.	Retirement benefits	○	○	○	○	○	○
n.	Military healthcare	○	○	○	○	○	○
o.	Military family support services (e.g., Family Service Center, etc.)	○	○	○	○	○	○
p.	Military housing access and quality	○	○	○	○	○	○
q.	Military recreation and activity facilities (e.g., MWR, games, etc.)	○	○	○	○	○	○
r.	Your family's needs (educational or health needs)	○	○	○	○	○	○

44. Will you be making a formal decision about continuing your Navy career (i.e., reenlistment or continuation) within the next 12 months?

- ○ Yes
- ○ No

45. How do each of the following people impact your likelihood to stay or leave the Navy?

		MUCH MORE LIKELY TO STAY	MORE LIKELY TO STAY	NO EFFECT	MORE LIKELY TO LEAVE	MUCH MORE LIKELY TO LEAVE	DOES NOT APPLY
a.	Your spouse (or significant other)	○	○	○	○	○	○
b.	Your children	○	○	○	○	○	○
c.	Your parents or other relatives	○	○	○	○	○	○
d.	Your civilian friends	○	○	○	○	○	○
e.	Your military peers (i.e., friends, co-workers, etc.)	○	○	○	○	○	○
f.	Your immediate supervisor	○	○	○	○	○	○
g.	Your command leadership (CO, XO, OIC, CMC/COB)	○	○	○	○	○	○

46. How much do you AGREE or DISAGREE with the following statements regarding your current career plans?

		STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE
a.	I plan to serve out my current term of service or obligation	○	○	○	○	○
b.	I plan to reenlist (Enlisted) or continue (Officer) my career with the Navy at my next decision point	○	○	○	○	○
c.	I plan to stay in the Navy for a full career (20 or more years) if possible	○	○	○	○	○

47. How much do you AGREE or DISAGREE with the following statements about your feelings toward the Navy?

		STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE
a.	The Navy has a great deal of personal meaning for me	○	○	○	○	○
b.	I feel like I'm 'part of the family' in the Navy	○	○	○	○	○
c.	I feel 'emotionally attached' to the Navy	○	○	○	○	○
d.	I do not think that I could become as easily attached to another organization as I am to the Navy	○	○	○	○	○
e.	I feel a strong sense of belonging in the Navy	○	○	○	○	○

CAREER DEVELOPMENT

48. How much do you AGREE or DISAGREE with the following statements regarding advancement/ promotion?

		STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE
a.	I have a clear understanding of the present Navy advancement/promotion system	○	○	○	○	○
b.	I am satisfied with the present Navy advancement/promotion system	○	○	○	○	○
c.	I believe the most qualified and deserving Sailors get advanced/promoted	○	○	○	○	○
d.	I expect to be advanced/promoted within my current term of service, commitment, or obligation	○	○	○	○	○

49. How much do you AGREE or DISAGREE with the following statements regarding Performance Evaluations (EVAL) and Fitness Reports (FITREP)?

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE
a. I have a clear understanding of the present EVAL/FITREP system	○	○	○	○	○
b. My last EVAL/FITREP was fair/accurate	○	○	○	○	○
c. My last EVAL/FITREP was conducted in a timely manner	○	○	○	○	○
d. I was able to submit my own input at my last EVAL/FITREP	○	○	○	○	○
e. My last advancement/promotion recommendation was fair/accurate	○	○	○	○	○
f. I am satisfied with the present Navy EVAL/FITREP system	○	○	○	○	○
g. The most qualified and deserving Sailors score the highest on their EVALs/FITREPs	○	○	○	○	○

50. How often do you receive career counseling/guidance from the following:

	AT LEAST MONTHLY	EVERY 3 MONTHS	EVERY 6 MONTHS	AT LEAST YEARLY	HAVE NOT RECEIVED COUNSELING
a. Immediate Supervisor	○	○	○	○	○
b. Division, Department, or Command Counselor	○	○	○	○	○

51. How much do you AGREE or DISAGREE with the following statements regarding recognition?

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE
a. I feel that I have been adequately recognized for my accomplishments on my EVALs/FITREPs	○	○	○	○	○
b. I feel that I have been adequately recognized for my accomplishments with appropriate awards	○	○	○	○	○

52. Are you currently working within your rating (Enlisted) or major field/specialty (Officers)?

○ Does not apply, I do not have a rating (Enlisted) or a major field/specialty (Officers)

○ Yes
○ No

53. How much do you AGREE or DISAGREE with the following statements regarding career development?

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE
a. I was able to get the Navy designator, rating, or community of my choice	○	○	○	○	○
b. I have a clearly defined career path for my designator, rating, or community	○	○	○	○	○
c. I am satisfied with my Navy designator, rating, or community	○	○	○	○	○
d. I have made sufficient progress in my advancement for my designator, rating or community	○	○	○	○	○
e. I have been given adequate counseling/guidance on my career development by my immediate supervisor	○	○	○	○	○
f. I have been given adequate counseling/guidance on my career development by my division, department or command career counselor	○	○	○	○	○
g. My command leadership plays an active role in the professional development of junior enlisted Sailors	○	○	○	○	○
h. My command leadership plays an active role in professional development of junior officers	○	○	○	○	○

54. Overall, how have your Navy work experience(s) compared to what you expected when you joined the Navy?

○ Much better than expected
○ Better than expected
○ About as expected
○ Worse than expected
○ Much worse than expected

DETAILING

55. How much do you AGREE or DISAGREE with the following statements regarding detailing?

Column headers (diagonal): STRONGLY AGREE | AGREE | NEITHER AGREE DISAGREE | DISAGREE | STRONGLY DISAGREE

		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
a.	Overall, I am satisfied with the detailing process	○	○	○	○	○
b.	I have a clear understanding of the detailing process (i.e., the way in which detailers fill requirements)	○	○	○	○	○
c.	My detailer responds in a timely manner to my questions and concerns	○	○	○	○	○
d.	My detailer is an advocate for my needs and desires	○	○	○	○	○
e.	My detailer is receptive to resolving conflicts between my desires and the needs of the Navy	○	○	○	○	○
f.	I am satisfied with my detailer	○	○	○	○	○
g.	Since reporting to my current duty station, I have been satisfied with the assignment I was given	○	○	○	○	○

56. During the last time you negotiated orders with your detailer, did you receive the orders of your choice?

- ○ Does not apply, I have not yet negotiated orders
- ○ Does not apply, I did not contact my detailer to negotiate my last set of orders

- ○ Yes
- ○ No

57. During the last time you negotiated orders with your detailer, how far in advance of your Projected Rotation Date (PRD) did you begin the process?

- ○ Does not apply, I have not yet negotiated orders
- ○ Does not apply, I did not contact my detailer to negotiate my last set of orders

- ○ Less than 3 months prior to my PRD
- ○ 3 months to less than 6 months prior to my PRD
- ○ 6 months to less than 9 months prior to my PRD
- ○ 9 months to less than 12 months prior to my PRD
- ○ More than 12 months prior to my PRD

58. During the last time you negotiated orders with your detailer, how many choices of assignments were you given?

- ○ Does not apply, I have not yet negotiated orders
- ○ Does not apply, I did not contact my detailer to negotiate my last set of orders

- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5 or more

59. During the last time you negotiated orders, how far in advance were your orders issued?

- ○ Does not apply, I have not yet negotiated orders

- ○ Less than 3 months prior to my PRD
- ○ 3 months to less than 6 months prior to my PRD
- ○ 6 months to less than 9 months prior to my PRD
- ○ 9 months to less than 12 months prior to my PRD
- ○ More than 12 months prior to my PRD

60. When making your last Permanent Change of Station (PCS) move, did you experience any of the following financial losses? *(Mark ALL that apply.)*

- ○ Does not apply, I did not experience any financial loss during last PCS
- ○ Does not apply, I have not made a PCS move

- ○ Loss in value of a home or property that you own
- ○ Loss in spouse income
- ○ Loss in spouse retirement benefits
- ○ Loss due to additional cost of moving vehicles (car, boat, R.V., etc.) not covered by PCS transition agreement
- ○ Loss due to additional cost for full commercial insurance coverage of household goods
- ○ Loss due to stolen goods
- ○ Loss due to damaged goods during move

61. When choosing your present assignment, which of the following were your primary concerns? *(Mark ALL that apply.)*

- ○ Does not apply, I did not receive a choice of assignment
- ○ Access to a desired college or graduate education program
- ○ Cost of living
- ○ Geographic location
- ○ Impact of a move on my family
- ○ Promotion potential
- ○ Required for career path
- ○ Spouse employment
- ○ Spouse/family collocation
- ○ Spouse or family school/education
- ○ Type of job or duty
- ○ Other

EDUCATION

62. What is the highest level of education you have completed? *(Mark only ONE response.)*

- ○ Less than high school completed/no diploma
- ○ Alternate degree/GED/homestudy/adult-school certification
- ○ High school graduate/diploma
- ○ Some college, no degree
- ○ Associate's degree or other 2-year degree (A.A., A.S., etc.)
- ○ Bachelor's degree (B.A., B.S., etc.)
- ○ Master's degree (M.A., M.S., M.B.A., etc.)
- ○ Doctoral or professional degree (J.D., Ph.D., D.Ph., M.D., etc.)

63. What type of education are you currently interested in pursuing? *(Mark ALL that apply.)*

- ○ Does not apply, I am not interested in pursuing any formal education at this time
- ○ Associate's degree or other 2-year degree (A.A., A.S., etc.)
- ○ College classes (general)
- ○ College (leading to a degree such as a B.A., B.S., etc.)
- ○ Graduate/professional education (e.g., M.S., M.B.A., Ph.D., etc.)

64. Are you currently working on a college or graduate degree?

- ○ Yes, Associate's degree (A.A., A.S., etc.)
- ○ Yes, Bachelor's degree (B.A., B.S., etc.)
- ○ Yes, Master's degree (M.A., M.S., M.B.A., etc.)
- ○ Yes, Doctoral degree (J.D., Ph.D., Ed.D., etc.)
- ○ No

65. If you are not currently working on a college or graduate degree, what are the primary reasons? *(Mark ALL that apply.)*

- ○ Does not apply, I am currently working on a college or graduate degree ➡ *GO TO QUESTION #66*
- ○ School, courses or programs I'm interested in are not available in my area
- ○ Limited access to education-related resources (i.e., libraries, computers, etc.)
- ○ Limited access to the Internet to complete distance education courses
- ○ I will not be able to complete my education during this tour
- ○ Classes are not offered during convenient times
- ○ I'm concerned about how hard it would be to go back to school
- ○ Direct education-related costs (i.e., tuition, books, supplies, etc.) are too high
- ○ Other indirect education-related costs (i.e., transportation, childcare, etc.) are too high
- ○ My family does not support continued education
- ○ Requires too much time away from other desired activities or responsibilities (e.g., family, friends, community, etc.)
- ○ My work schedule does not allow time for off-duty education
- ○ My immediate supervisor or command does not support off-duty education
- ○ I don't want to incur obligated service
- ○ I don't believe it will help me in the future (i.e., promotion, civilian jobs, etc.)
- ○ I have already completed all of the formal education I wish to at this time
- ○ Other

66. How much do you AGREE or DISAGREE with the following statements regarding college/graduate education?

Response columns (left to right): STRONGLY AGREE, AGREE, NEITHER, DISAGREE, STRONGLY DISAGREE, DON'T KNOW

	Statement	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Don't Know
a.	I have adequate access to college/graduate education at my command	○	○	○	○	○	○
b.	I have time in my current assignment to work towards a college/graduate degree	○	○	○	○	○	○
c.	My supervisor supports my efforts to work towards a college/graduate degree	○	○	○	○	○	○
d.	My command supports my efforts to work towards a college/graduate degree	○	○	○	○	○	○
e.	I am satisfied with the college/graduate education programs I have attended or participated in	○	○	○	○	○	○
f.	I believe working on and/or completing a college/graduate degree will enhance my career and chance of promotion	○	○	○	○	○	○

TRAINING

67. What types of training are you currently interested in pursuing? *(Mark ALL that apply.)*

- ○ Does not apply, I am not interested in pursuing any Navy training at this time
- ○ Basic academic skills (e.g., reading, writing, math, etc.)
- ○ Computer/technology training (general)
- ○ Computer/technology training (certification)
- ○ Navy technical training
- ○ Navy rating or specialty training

68. How much do you AGREE or DISAGREE with the following statements regarding Navy training?

Response columns (left to right): STRONGLY AGREE, AGREE, NEITHER, DISAGREE, STRONGLY DISAGREE

	Statement	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
a.	I have access to adequate Navy technical training at my command	○	○	○	○	○
b.	I am satisfied with the Navy technical training I have received at my command	○	○	○	○	○
c.	I have access to training opportunities to upgrade my rating or specialty skills and qualifications at my command	○	○	○	○	○
d.	I am satisfied with the amount of time I am given to upgrade my rating or specialty skills and qualifications at my command	○	○	○	○	○
e.	I have access to adequate operational training at my command	○	○	○	○	○
f.	I am satisfied with the level of operational training I have received at my command	○	○	○	○	○
g.	Navy training has prepared me well for my current job	○	○	○	○	○
h.	Navy training has well prepared the members of my workgroup/squadron to do their current jobs	○	○	○	○	○
i.	I believe my participation in Navy training will increase my chances of advancing/promoting	○	○	○	○	○

PERSONAL

69. What is your Social Security Number? (Optional)

This will allow us to conduct follow-up research on the relationship between the attitudes/opinions expressed on this survey and subsequent work-related data such as career decisions. Please be assured that your confidentiality will be maintained.

SSN

0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9

70. What is your gender?

○ Male
○ Female

The answers for Questions 71-72 are based on standard DoD race and ethnicity categories.

71. Are you of Spanish, Hispanic, or Latino origin?

○ Yes
○ No

72. What is your racial background? If you are of mixed heritage, please select the response(s) with which you MOST closely identify. (*Mark ALL that apply.*)

○ American Indian or Alaska Native
○ Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, etc.)
○ Black or African-American
○ Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, Chamorro, etc.)
○ White
○ Other

73. Where do you live at your permanent duty station?

○ Aboard ship
○ Barracks/dorm (including BEQ or BOQ)
○ Geographic bachelor's barracks
○ Military family housing (on base)
○ Military family housing (off base)
○ Own my home (or pay mortgage), off base
○ Rent housing, off base
○ Other

74. What is your current marital status?

○ Single, never married ➜ *GO TO QUESTION #80*
○ Married for the first time
○ Remarried (was previously divorced or widowed)
○ Legally separated (or filing for divorce)
○ Divorced
○ Widowed

75. Did your marital status change during the past 12 months? (*Mark ALL that apply.*)

○ Yes, I got married
○ Yes, I got divorced
○ No

76. What was your marital status when you first entered the Navy?

○ Single, never married
○ Married for the first time
○ Remarried (was previously divorced or widowed)
○ Legally separated (or filing for divorce)
○ Divorced
○ Widowed

77. What is your spouse's employment situation? (*Mark ALL that apply.*)

○ Does not apply, I am not currently married ➜ *GO TO QUESTION #80*

○ Active-duty, Navy
○ Active-duty, other service
○ Reserve, Navy
○ Reserve, other service
○ Civil Service (local, state, or federal)
○ Civilian job (private sector)
○ Self-employed
○ Retired
○ Not employed, by choice (e.g., student, Homemaker, etc.)
○ Not employed, but actively job hunting
○ Not employed, for other reasons

78. Is your spouse employed full-time or part-time?

○ Does not apply, my spouse is not employed ➜ *GO TO QUESTION #80*

○ Full-time
○ Part-time

79. If your spouse is employed, do you find that your family needs this second income for basic financial survival (e.g., food, shelter, transportation, etc.)?

○ Yes
○ No

80. Which of the following currently live in your household? *(Mark ALL that apply.)*

○ Does not apply, none of the following currently live in my household

○ Spouse (military)
○ Spouse (non-military)
○ My own child(ren) living with me full-time
○ My own child(ren) living with me part-time (i.e., joint custody with ex-spouse)
○ My spouse's child(ren) living with me full-time
○ My spouse's child(ren) living with me part-time (i.e., joint custody with ex-spouse)
○ Legal ward(s)
○ Parent(s) or other relative(s)

81. How many children under the age of 21 currently live in your household? *(Please include children for whom you have joint custody.)*

○ Does not apply, I have no children under the age of 21 currently living in my household ➜ *GO TO QUESTION #85*

		NO CHILDREN	1 CHILD	2 CHILDREN	3 CHILDREN	4 CHILDREN	5 OR MORE CHILDREN
a.	Under 1 year	○	○	○	○	○	○
b.	1 year to 4 years 11 months	○	○	○	○	○	○
c.	5 years to 11 years 11 months	○	○	○	○	○	○
d.	12 years to 14 years 11 months	○	○	○	○	○	○
e.	15 years to 18 years 11 months	○	○	○	○	○	○
f.	19 years to 20 years 11 months	○	○	○	○	○	○

82. What types of childcare providers do you regularly use? *(Mark ALL that apply.)*

○ Does not apply, I don't have any children in childcare ➜ *GO TO QUESTION #85*

○ Your spouse
○ Relative or older sibling
○ Friend
○ At-home employee (e.g., nanny, au pair, babysitter, etc.)
○ Base-operated family home care program
○ Civilian operated family home care
○ Military child development center
○ Private licensed facility
○ Other

83. How many children do you have in childcare (outside of the home) at the present time?

○ Does not apply, none of my children receives childcare outside the home

○ 1
○ 2
○ 3
○ 4
○ 5 or more

84. What is the total amount you spend each month on childcare for all of your children in childcare?

○ Less than $200
○ $200 to $399
○ $400 to $599
○ $600 to $799
○ $800 to $999
○ $1,000 or more

FINANCIAL STATUS

The following questions ask about your financial status. The results will be presented in a manner that ensures that you cannot be identified. Your responses are essential for an accurate and reliable portrait of the financial status of Sailors. The information from these questions is used by senior Navy leaders to review and potentially change current policies regarding pay, benefits, financial services, and other programs.

85. Which of the following best describes you (and your spouse's) financial condition?

○ Very comfortable
○ Able to make ends meet without difficulty
○ Occasionally have some difficultly making ends meet
○ Tough to make ends meet but keeping my (our) head above water
○ In over my (our) head

86. Are you currently receiving the Basic Allowance for Housing (BAH) to live in off-base civilian housing?

○ Yes
○ No ➜ *GO TO QUESTION #88*

87. The Basic Allowance for Housing (BAH) is currently designed to cover approximately 85% of the expenses associated with monthly housing expenses for Sailors living in off-base civilian housing. What is the difference between your monthly housing costs (i.e., rent/mortgage, utilities, and homeowners/renters insurance) and the BAH allowance you receive?

- ○ I do not pay more than the BAH

- ○ Less than $200 each month
- ○ $200 to $399 each month
- ○ $400 to $599 each month
- ○ $600 to $799 each month
- ○ $800 to $999 each month
- ○ $1,000 or more each month

88. What percent of your total family income is provided by each of the following sources?

		NONE	1-20%	21-40%	41-60%	61-80%	81-100%
a.	Your Navy job	○	○	○	○	○	○
b.	Civilian 2nd job	○	○	○	○	○	○
c.	Spouse	○	○	○	○	○	○
d.	Child support/alimony	○	○	○	○	○	○
e.	Return on financial investments	○	○	○	○	○	○
f.	Other financial assistance (SSI, AFDC, Medicaid, etc.)	○	○	○	○	○	○

89. Are you or any members of your household currently receiving any of the following types of financial assistance to supplement your income? *(Mark ALL that apply.)*

- ○ Does not apply, I am not receiving financial assistance

- ○ Medicaid
- ○ Supplemental Security Income (SSI)
- ○ Unemployment or Worker's Compensation
- ○ State-funded childcare assistance
- ○ Woman Infant Children (WIC) Assistance
- ○ Aid to Families with Dependent Children (AFDC)
- ○ Food Stamp Program
- ○ Head Start Program
- ○ Other

90. How much do you AGREE or DISAGREE with the following statements regarding your financial situation?

		STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE
a.	I am able to pay my bills and meet my financial obligations with the pay I receive	○	○	○	○	○
b.	I am compensated fairly, considering all of the pay, incentives, and benefits I receive in the Navy	○	○	○	○	○

91. When comparing yourself to civilians who have similar jobs, skills and training, how do you believe your current compensation package (e.g., basic pay, bonuses, benefits, retirement, etc.) compares?

- ○ There is no civilian job similar to my job ➔ *GO TO QUESTION #93*
- ○ I really do not know ➔ *GO TO QUESTION #93*

- ○ Much higher than comparable civilians
- ○ Higher than comparable civilians
- ○ About the same as comparable civilians
- ○ Lower than comparable civilians
- ○ Much lower than comparable civilians

92. How do you know this? *(Mark ALL that apply.)*

- ○ Read a Navy article or publication on the topic
- ○ Read an article or publication on the topic (e.g., magazine, newspaper, Internet, etc.)
- ○ Watched a television news report on the topic
- ○ Navy Career Decision Fair
- ○ From my own personal job hunting experience
- ○ I know someone working in a civilian job similar to my own
- ○ My general perception of pay
- ○ Other

93. Do you participate in the Thrift Savings Plan (TSP)?

○ Yes ➤ *GO TO QUESTION #95*
○ No
○ Don't know, I have not heard about TSP

94. If you do not participate in the Thrift Savings Plan (TSP), what is the primary reason(s)? *(Mark ALL that apply.)*

○ I do not know enough about TSP to participate
○ I don't have the money to participate
○ I am concerned about the safety and security of TSP investments
○ I will soon be retiring -- not enough time to participate before retirement
○ I have other personal individual retirement accounts (IRAs)
○ I believe my current retirement plan will cover my needs
○ Other

95. Approximately how much money do you have in savings at the present time?

○ I decline to answer this question
○ I do not have a savings account at the present time

○ None
○ Less than $1,000
○ $1,000 to $4,999
○ $5,000 to $9,999
○ $10,000 or more
○ Unknown

96. Approximately how much money do you have in investments (e.g., TSP, 401K, IRA, stocks, bonds) at the present time?

○ I decline to answer this question
○ I do not have investments at the present time

○ Less than $1,000
○ $1,000 to $4,999
○ $5,000 to $9,999
○ $10,000 to $14,999
○ $15,000 to $19,999
○ $20,000 or more
○ Unknown

97. After your most recent monthly payment was made on PERSONAL UNSECURED DEBT, what was the total amount you (and your spouse) still owed? (Include all credit cards, debt consolidation loans, AAFES loans, NEXCOM loans, student loans, and other personal loans.)

○ I decline to answer this question

○ None
○ Less than $1,000
○ $1,000 to $4,999
○ $5,000 to $9,999
○ $10,000 to $14,999
○ $15,000 to $19,999
○ $20,000 or more
○ Unknown

98. After your most recent monthly payment was made on PERSONAL SECURED DEBT, what was the total amount you (and your spouse) still owed? (Include all long-terms lines of credit associated with property such as home mortgage, car/boat loans, etc.)

○ I decline to answer this question

○ None
○ Less than $10,000
○ $10,000 to $24,999
○ $25,000 to $49,999
○ $50,000 to $74,999
○ $75,000 to $99,999
○ $100,000 to $124,999
○ $125,000 to $149,999
○ $150,000 or more
○ Unknown

NAVY LIFE

99. Considering everything, how satisfied are you with Navy life?

○ Very satisfied
○ Satisfied
○ Neither satisfied nor dissatisfied
○ Dissatisfied
○ Very dissatisfied

FEEDBACK

Do you AGREE or DISAGREE, that senior leadership will consider the results of this survey when making changes to Navy life?

- ○ Strongly agree
- ○ Agree
- ○ Neither agree nor disagree
- ○ Disagree
- ○ Strongly disagree

Thank you for your participation in this survey. If you have comments or concerns that you were not able to express while answering this survey, please use the space provided to tell us about them. If your comment is about a particular question or section of the survey, be sure to identify which part of the survey you are referring to. Any comments you provide will be kept confidential and will only be presented in the context of comments from all other participants.

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THANK YOU FOR COMPLETING THE SURVEY!

PLEASE RETURN AS SOON AS POSSIBLE IN THE ENVELOPE PROVIDED

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